

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

Monday April 18 1988

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Black Monday:
six months
after, Page 38

Austria	3422	Belgium	34100	Portugal	Encl20
Canada	1045	Denmark	1025	S.Africa	1057.00
France	1045	Germany	11700	Spain	354.10
Italy	1045	Greece	1045	Switzerland	1045
Japan	1045	Ireland	1045	Taiwan	1045
UK	1045	Italy	1045	USA	1045

World News Business Summary

Hostage plea for release of Kuwait prisoners

A HOSTAGE aboard the hijacked Kuwaiti aircraft, now in Algeria, made an appeal from the aircraft yesterday for the hijackers' demands to be met, "or the picture for all of us will be black."

Awad Doukhi, one of the estimated 71 hostages still on the Boeing 747 seized on April 5, said they were all in good health. Shortly after his appeal an Algerian minister announced the aircraft for about half an hour but there was no sign of a breakthrough.

On Saturday, in a statement to three reporters summoned to the aircraft door, the hijackers said that they wanted to leave Algeria to "liquidate our account with Kuwait elsewhere." The jet is believed to have four hours of fuel aboard. Page 20

28 killed in Punjab

Twenty eight people, including 18 Sikh terrorists, were killed in the troubled northern Indian state of Punjab over the weekend, bringing the death toll so far this year to more than 740. Page 4

Messacre in Kenya

Raiders killed 192 villagers and injured 50 others in raids on 30 nomadic camps in the remote Turkana district. Kenyan newspapers reported. Police killed 400 raiders with the rest escaping over the Sudan border.

Poles defy ban

As many as 10,000 Poles marched under opposition banners through the site of Warsaw's former Jewish ghetto in a prescribed commemoration of the 1943 ghetto uprising. Page 3

Blow to Prescott

Leaders of the TGWU and GMB unions yesterday asked Mr John Prescott to withdraw from the deputy leadership race of the UK Labour Party, placing considerable pressure on Mr Prescott to end his challenge to Mr Roy Hattersley.

Palestinians jailed

An Israeli court sentenced to life imprisonment three members of the Popular Front for the Liberation of Palestine for killing an Israeli civilian in Jerusalem's old city last October.

Heyssel trial to open

The trial in Belgium of 26 British soccer fans and three Belgian officials, charged after the Heyssel stadium deaths in 1985, opens today but is expected to be adjourned.

French jail riot

Some 250 prisoners at a jail in Mulhouse, eastern France, evened out a 15-hour riot which left 10 injured and most of the buildings destroyed. The prisoners, who took a nun and a warder hostage, demanded better living conditions.

Soviet fishers die

At least five Soviet fishermen from the Baltic republic of Latvia fell through ice while fishing. The journal Sovetskaya Letvija reports that 1,000 fishermen were stranded on ice flows on Lake Chudskoe after ignoring their warnings.

EC plans to harmonise VAT duties under fire

THE EUROPEAN Commission's plans to harmonise value-added tax rates and excise duties are criticised in a new report to be presented in Luxembourg today to finance and economic ministers of the 12 member nations.

European Monetary System: Attention was on the dollar for much of last week, and this tended to keep the EMS quiet. The Group of Seven meeting in Washington produced no surprises, but the widening of the February US trade deficit was a shock. The main beneficiary of the dollar's fall on the trade news was sterling, and this helped to limit any upward pressure on the D-Mark.

The French franc appears to be vulnerable in the run up to the French presidential elections, and also suffered last week from disappointing French trade figures. The Bank of France intervened from time to time, to buy the franc against the D-Mark, but appeared to have no problem in the February US trade deficit was a shock. The main beneficiary of the dollar's fall on the trade news was sterling, and this helped to limit any upward pressure on the D-Mark.

Israeli clampdown on West Bank as Tunis killing prompts riots

THE ISRAELI ARMY clamped exceptionally severe restrictions on movement within the occupied West Bank and Gaza Strip yesterday, after the worst single day of disturbances since the unrest began in early December.

According to Palestinian sources, at least 15 people were killed on Saturday - seven in the West Bank and eight in the Gaza Strip - as demonstrators took to the streets in response to the machine-gun assassination in Tunis of Mr Khalil al-Wazir, the senior PLO leader better known as Abu Jihad. The operation is being widely presumed to be the work of Israeli commandos, although the Israeli authorities have refused to comment on such allegations.

Saturday's death toll was twice as high as that on any previous day, raising the overall figure since the uprising began on December 9 to 156 at a conservative estimate. It belied the confidence being expressed by several Israeli newspapers that the uprising was on the wane, and dashed official hopes that the Moslem fasting month of Ramadan could mark its end.

Yesterday, the first day of

De Benedetti to be tested by challenges in Italy

MR CARLO De Benedetti, the Italian financier, faces two serious challenges in Italy which are both expected to come to a head in the next 10 days.

The new struggles concern the shareholding control of Mondadori, one of the country's largest publishing groups, and Credito Romagnolo, the wealthy Bologna-based private bank.

Coming when the dust has barely settled on his defeat at last Thursday's chaotic meeting in Brussels of Societa Generale de Belgique, the outcome of the deal could test the present prominence of Mr De Benedetti, whose Italian interests include the chairmanship of Olivetti.

The Mondadori affair should come to a head at a shareholders' meeting called for the end of next week. Mr De Benedetti controls between 25 and 30 per cent of Mondadori and has formed an alliance with the family of the

Mexico reduces budget deficit

THE MEXICAN Government reduced its budget deficit in the first quarter of this year by the smallest equivalent of 15 percentage points of gross domestic product (GDP), senior finance officials say.

The full annual budget deficit in the first quarter was still running at an annualised rate of 2.5-3 per cent of GDP. Last year's budget deficit was 17.4 per cent of GDP. Coupled with the latest round of public spending cuts, of which announced last week, it is intended to demonstrate that the government's shock plan, known as the Economic Solidarity Pact, is more than an elaborate strategy to rebuild support for the long-ruling Institutional Revolu-



Roberto Ruffilli, political aide

Italy fears return of political assassinations

BY ALAN FRIEDMAN IN MILAN

THE MURDER at the weekend of Italian Senator Roberto Ruffilli, a 51-year-old Christian Democrat, has raised fears of a renewed targeting of political figures by Italy's Red Brigades terror organisation which admitted the killing.

Mr Ruffilli was one of Prime Minister Ciriaco De Mita's closest aides on the delicate matter of institutional reform. A shaken Mr De Mita reacted by saying that "it feels as though we have returned to the days of Moro."

The execution-style killing of Mr Ruffilli, who on Saturday afternoon was shot in the back of the neck in the living-room of his home in Forli, near Bologna, is replete with political symbolism.

The former university professor, a leading Catholic intellectual, had only a day before written the key passage concerning the reform of Italy's political institutions, which is contained in the speech that Mr De Mita is to make tomorrow before parliament.

In addition, the murder comes during the month in which for-

mer Premier Aldo Moro, author of Italy's "historic compromise" between Christian Democrats and Communists, was 10 years ago being held by the Red Brigades before his murder.

Mr De Mita has stressed the importance of opening a dialogue with the opposition Communists on the matter of institutional reform.

Mr De Mita, who on Saturday night raced to Forli, said: "The warning from the terrorists could not have been clearer: it was just as clear as the killing of Aldo

Moro, when the Red Brigades struck at a turning-point in Italian politics."

The Prime Minister, who covered his face to hide his tears, pledged that his new Government would not be intimidated by the Red Brigades.

Responsibility for the killing of Mr Ruffilli was claimed by the Fighting Communist Party of the Red Brigades, a faction which last year attacked a postal van in Rome, killing two policemen and

Continued on Page 20

Israeli clampdown on West Bank as Tunis killing prompts riots

BY TONY WALKER IN TUNIS AND ANDREW WHITLEY IN JERUSALEM

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Yesterday, the first day of



Clampdown: An Israeli soldier arrests a Palestinian man during demonstrations on the West Bank at the weekend

Ramadan, was marked by a general strike throughout the occupied territories. In Gaza, where several of Abu Jihad's relatives, including the noted lawyer, Mr Fayez Abu Rahme, still live, three days of mourning were declared.

In Tunis yesterday, an emotional Mr Yassir Arafat, chairman of the Palestine Liberation Organisation, responded to the murder of his chief lieutenant by pledging that the Palestinian uprising in the West Bank and Gaza Strip would continue until victory.

Continued on Page 20

Norway shipping group set to expand overseas

BY KAREN FOSSLI IN OSLO

PLANS BY Kvaerner Industries, the Norwegian engineering, shipping and shipbuilding group, to buy British Shipbuilders' Govan yard in Scotland, are part of wider moves by the group to expand internationally, it was disclosed yesterday.

Kvaerner says it has given up shipbuilding in Norway because of the high costs of materials and labour, and is now seeking to secure ownership or co-operation agreements with overseas yards.

It became known on Friday that the British Government is close to agreeing to sell the Govan yard in Glasgow within a permit from Norway's central bank, Norges Bank, to export the capital it needs for the purchase.

An official from the country's Ministry of Industry said this was likely to be a formality and he saw no reason why Norway would seek to block the deal.

He added that the Norwegian Government encouraged domestic companies to expand abroad to strengthen their positions at home.

However, a vote by Kvaerner shareholders will be needed, and protests could come from Norwegian labour unions, which have fought the closure of several Norwegian shipyards and offshore oil industry construction yards as activity in recent years has tapered.

Kvaerner's employees and unions have not yet been informed about its negotiations with yards outside Norway.

In Scotland, trade union leaders yesterday opposed any further privatisation of British Ship-

builders, but made no specific move to block the likely sale.

Ship stewards from the yard, who met yesterday, will today meet Govan management to discuss the negotiations which have been taking place on the sale.

Mr John Edmonds, general secretary of the GMB general union, which represents about two-thirds of Govan's workforce, said the unions were shutting no doors at the moment, but simply wanted to find out more information.

However, he said the unions' concern was that "the solution of one yard's problems in the next in line becomes more vulnerable, and the work slowly seeps away."

Mr Hans Joergen Frank, managing director of Kvaerner's shipbuilding and offshore construction yard in Stavanger, Moss, is also investigating price levels to build gas carriers in a move to upgrade its fleet.

Kvaerner has stakes in 40 gas carriers used to transport gas and chemical cargoes. The fleet operates as a separate unit in which its main partners include Neste, the Finnish state oil company, and the Norwegian Havor group. About a year ago, the unit bought the gas carrier fleet of UK-based P&O.

Mr Frank said that the group saw a general trend in the carrier and chemical markets whereby rates were on the increase for these vessels.

A recent report on the shipping industry issued by Norse Partners, an Oslo stockbroker, said the operating cost of a gas ship showed the highest activity in the second half of 1987. The second-hand market, said Norse's report, was more active than it had been for many years, and in some cases prices had increased by 100 per cent.

Mitterrand breathes new life into tired campaign

By Ian Davidson in Paris

A SUDDEN drop in the standing of President Francois Mitterrand in one of France's manifold opinion polls last week sent a frisson of fear through his Socialist Party supporters that the campaign might after all be in real danger of slipping from their grasp, by inadvertence or sheer lack of energy.

At the same time, Mr Jacques Chirac, the Prime Minister - and the President's chief right-wing challenger - began to step up personal attacks on Mr Mitterrand, insisting in particular that at 71 he is too old for the job.

Mr Chirac charged that Mr Mitterrand would not have the "physical force" required for conducting international negotiations.

Mr Mitterrand responded to the anxieties of his friends and the accusations of his chief rival, with a day of campaigning which would have exhausted many a younger man and which was all the more impressive in that Mr Mitterrand appeared to enjoy himself and inspire his audiences more and more as the day went on.

The culmination was a speech near Lyon, lasting over 100 minutes, which the rapturous crowd, estimated at around 20,000, heard, interrupted by chants of "Mitterrand! Mitterrand!"

The day began quietly enough, with a visit to the small town of Grans near Marseilles.

In Marseilles in the afternoon, things warmed up significantly, with a longer and more impassioned speech which elicited cheers from the audience and the crowd outside.

Long a socialist fiction, Marseilles is now challenged by the problems of immigration and the rise of the National Front.

Surprisingly, Mr Mitterrand did not refer to the immigrant question specifically, nor did he repeat socialist charges that Mr Chirac was in tacit collusion with the National Front.

Mr Mitterrand's first words were: "I believe in France. All is possible if one wants it. Do you want it?" "Yes!" came the answering roar. "For the second round as well?" "Yes!"

If his supporters were afraid that the campaign might go by default, here at last was a Francois Mitterrand in fighting form with all the forceful oratory for which he is famous, and with a large and passionate crowd urging him on to victory.

At last the French Presidential election campaign seemed to be coming alive.

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OVERSEAS NEWS

Nicaraguan peace move stalled by Contra misgivings

BY CHARLES CASTALDI IN MANAGUA

A DELEGATION of 50 US-backed contra rebels arrived in Managua on Friday evening to begin a second round of high-level peace talks with the Nicaraguan government.

Some of the Contra leaders called their arrival in the capital "a political triumph" but their mood appeared sombre, reflecting

a tangle of contradictions inside the contra organisation that have surfaced since they signed an accord with the Nicaraguan government three weeks ago.

Now that both sides are going to have to deal substantially if a permanent ceasefire is to be reached, the optimism of three weeks ago has vanished. The

head of the government delegation, Gen Humberto Ortega, said that having the contras in Managua was "a bitter pill for the Nicaraguan people to have to swallow after all the blood that has been spilled."

The Sandinistas have also been publicly critical of the contras' repeated delays and late arrivals at a series of technical meetings

over the last couple of weeks. These were to have established ceasefire zones before the start of the high-level meetings but no agreement was reached. The delays have been caused largely by differences within the contra ranks over how much to compromise with the Sandinistas. Many contra commanders seem convinced their delegation three

weeks ago gave too much and accepted too few guarantees.

Then both sides had agreed to a 60-day ceasefire and had committed themselves to come to Managua to establish a permanent ceasefire. Now both sides are saying privately that a permanent ceasefire accord seems unlikely before the contras leave on Monday.

Argentina's unions win concessions

By Our Buenos Aires Correspondent

A NEW labour law with far-reaching concessions to Argentina's trade unions came into force last week at the height of the eleventh national strike against President Raul Alfonsin's Government.

Congress approved the law, a reform of existing legislation, last March but a reluctant president did not sign it until last Thursday - the last day on which he could have used his veto. The reform took effect during a 24-hour protest stoppage by Argentina's biggest labour organisation, the General Labour Confederation.

The law is a far cry from Mr Alfonsin's electoral promise in 1983 to impose democratic change on the autocratic labour leaders, who control the right wing of the opposition Peronist movement.

The Government is now under intense criticism from business leaders. The biggest employers group, the Argentine Industrial Union, has threatened a lock-out unless the law is changed.

As approved by Congress and signed by the president, the reformed labour law gives the unions full control over the considerable economic power of the obreros sociales (welfare funds). Estimated at \$1bn at least, these funds have long been seen as a source of union patronage and corruption, and were taken away from the labour leaders after the military coup of 1976.

For business, the most controversial reform stipulates employees cannot sack union officials without a court order. The Government tried to mollify its business critics by issuing a separate decree to water down the application of the new law.

Race issue mars New York primary

WHEN New York City's Democratic Mayor Ed Koch opened the state's New York Presidential primary election campaign two weeks ago by saying Jews "would have to be crazy" to vote for the Rev Jesse Jackson, his decision to inject racial antagonisms into the election dismayed Democratic leaders struggling to unite their divided party.

Mayor Koch did not have to wait long to see the impact of his inflammatory remarks. "For Ed Koch to declare himself King of the Jews is obscene," retorted Harlem's Congressman Charles Rangel, rallying to the support of the black Presidential candidate.

Since that first exchange, Mayor Koch has kept up his attack and the three remaining candidates for the Democratic party's presidential nomination, Mr Jackson, Governor Michael Dukakis of Massachusetts and Senator Al Gore of Tennessee, have avoided negative advertising and harsh attacks on each other.

But with the pivotal New York primary now only a day away, racial divisions, always a potent political force in New York's politics, are destined to play a key role again in the outcome of an election.

Fears continue that the election has only made it harder for the party to unite around its ultimate nominee, even though Mr Jackson, who is pressing Mr Dukakis hard in the battle for New York, was again this week adopting a non-confrontational stance.

Were Mr Dukakis to score another victory, many political analysts believe the fight for the Democrat's Presidential nomination would be all but over.

Only an egregious error could then deny him the nomination even if, as still seems likely, he would not finish the primary season having won an absolute majority of delegates to the

party's nominating convention in July. A victory for Mr Jackson would throw the Democratic Party back into the sort of confusion which erupted last month when he emerged as the victor in the Michigan caucuses.

The latest ABC News/Washington Post poll is not encouraging for Mr Dukakis. It suggests his once-comfortable lead over Mr Jackson has narrowed from around 43 to 37 per cent as backing for Mr Gore has risen from single figures to around 13 per cent.

Given both the antipathy

shaped too by his embrace of FLO leader Mr Yasser Arafat, his sympathetic view of the Cuban leader Fidel Castro and his support for a Palestinian state. The violence in Israel between Jews and Arabs has also made New York's Jews more sensitive to Mr Jackson's candidacy.

So, too, has Mr Jackson's electoral success this year and the evidence that he is putting together in New York the black and Hispanic elements of his "Rainbow coalition".

Blacks accounted for about 25 per cent of the primary electorate in 1984, and Mr Jackson will get

Given the antipathy towards Mr Jackson among Jews and the large Jewish population in New York which has traditionally voted Democrat, a primary election with unpleasant racial overtones was pre-ordained, Stewart Fleming writes

towards Mr Jackson among Jews and the large Jewish population in New York which has traditionally voted Democrat, a primary election with unpleasant racial overtones was pre-ordained this year.

Even in 1984's Democratic primary, as New York columnist Joe Klein put it, Vice President Walter Mondale and Senator Gary Hart competed to "out-Jew" each other.

In this year's election, however, the rank lines are precisely as Mr Klein implied. Mr Jackson is anathema to Jewish voters. As one Jewish Democrat put it last week: "The Jews have not forgotten his beautiful comments" in 1984.

Does Mr Jackson's reference then to New York as "Hymel-town" reveal him as anti-Semitic? she was asked. "Oh absolutely." The attitudes of American Jews to Mr Jackson have been

90 per cent of their votes, says one New York politician. He will also get 90 per cent of the 12-15 per cent of the Hispanic electorate expected to vote, he suggests.

If this is right, this foundation, coupled with the probable single-digit support he is likely to get among white voters, seems likely to give him a rock-solid base of around 37 per cent of the electorate compared with the 26 per cent he won in 1984.

It could be enough to win if the white and Jewish vote should be split between Mr Dukakis and Mr Gore, and Mr Gore were to get around 20 per cent of the vote overall.

Even before the New York campaign began in earnest, Mr Gore was working hard to ensure that the Jewish vote did split and to offset the advantage Mr Dukakis has in having a more liberal image in a state whose

electorate is very liberal by US standards.

He has been much more militant in his support for Israel, in particular on the issue of a Palestinian state. He also has a voting record in the Senate to back up his strong pro-Israel positions.

Mr Dukakis, a strong supporter of Israel, does not have such a record. In the eyes of some Jewish voters, he has also been ambiguous on the issue of a Palestinian state.

He has argued that the US should not try to dictate the outcome of negotiations between Arabs and Jews. On the other hand, some Jewish leaders are saying that a vote for Mr Gore could open the way for a Jackson victory.

The schism between Jews and blacks ahead of the election is clear cut and there is no sign that white non-Jewish voters will support Mr Jackson in large numbers.

Mr Gore, it seems, is likely to do quite well among white Jewish voters, but among the third of the electorate who are Catholics, the Senator's strategy for the earlier primary elections of himself as a conservative Democrat seems to have come back to haunt him in more liberal New York.

The problem for Mr Dukakis is that although the polls suggest he is the favourite among white voters, there is not much sign of enthusiasm for a candidate who seems to have failed to have made contact with many working class white voters and whose strategy of essentially protecting his lead tends to add to the image he has of being unexciting.

Hence the widespread view that the decisive factor in the election for Mr Dukakis could be whether enough supporters turn out to give him the victory the opinion polls suggest is within his grasp.

Death toll in Punjab rises by 28

By John Elliot in New Delhi

A TOTAL of 28 people, including 18 Sikh terrorists fighting for an independent Sikh state, were killed in the troubled northern Indian state of Punjab over the weekend, sending the death toll so far this year beyond 760.

India accuses Pakistan of helping to train and arm the Sikh terrorists, and Mr Rajiv Gandhi, India's prime minister, has stepped up his country's international diplomatic offensive against Pakistan during a visit to Japan and Vietnam.

Returning to New Delhi yesterday, he said he had stressed the "real gravity of the situation" by explaining "how Pakistan is helping terrorists and is also supporting the narcotics trade".

Operations by Indian security forces are being increased in the trouble areas, especially along the Punjab border with Pakistan. Construction of a fence has been started by India in the state of Jammu and Kashmir, north of Punjab. The fence is to be built along about 200km of the Pakistan border most popular with smugglers and gun-runners.

The killing of 10 leading terrorists was a significant achievement for the largely demoralised security forces. Six of the terrorists died in an eight-hour battle when they were surrounded in a remote village by security forces, three of whom were killed.

There has been a sharp increase in the rate of killings since Mr Gandhi launched a peace initiative last month, when he released five militant high priests and 40 other activists from prison.

Despite the violence and continuing calls from many extremist leaders for an independent Sikh state of Khalistan, the government intends to allow the initiative more time - possibly several months - to develop.

Ministers hope that Jasbir Singh Rode, one of the released priests, will unite militants who are prepared to abandon the claim for a Sikh state. They hope these militants will negotiate then with the government.

Reforms occupy Nationalist Chinese on Taiwan

BY BOB KING IN TAIPEI

FOR THE first time in almost four decades, members of Taiwan's ruling Nationalist Party have not been looking anxiously over their shoulders as China's Communist Party held its national congress.

In fact, the Nationalist attitude toward the convocation in Peking has almost been one of indifference. Taipei has its mind far more on reforms and restructuring of its own.

From high-level Nationalist officials to the man on the street, the assumption is that the Communist Party of China is taking tentative but positive steps toward reform that, if carried through, can only bode well for Taiwan - and for China.

Taipei's Nationalists, in turn, have begun preparing for their own 13th national congress - a congress as important to Taiwan as the Peking congress is to China.

Mr Lee Teng-hui's ascendancy to the presidency last January and the speeded-up reforms that followed provoked questions that can only be answered by the national congress which begins on July 13.

For instance, while the party has said it will soon replace aging representatives of bodies such as parliament with more MPs elected from Taiwan, it has not said how many new seats will be available for the Taiwan-born, thus leaving the parliamentary balance of power in doubt.

Similarly, while the government has said it will review its policy toward contacts with China with an eye to further liberalisations - and indeed many are speculating that the scope of contacts will be vastly widened - no one is certain just how far the Government is prepared to go to put its nodding relations with the People's Republic on a more amicable level.

SHIPPING REPORT

Tanker market 'desultory'

BROKERS said business in the tanker market was "desultory" last week, except for the Middle East Gulf, where rates for very large and ultra large crude carriers firmed slightly, writes Kevin Brown.

Galbreith's, the London broker, said the reason appeared to be owners' reluctance to risk attack by Iranian or Iraqi forces, rather than a genuine improvement in demand.

E.A. Gibbon Shipbrokers said a

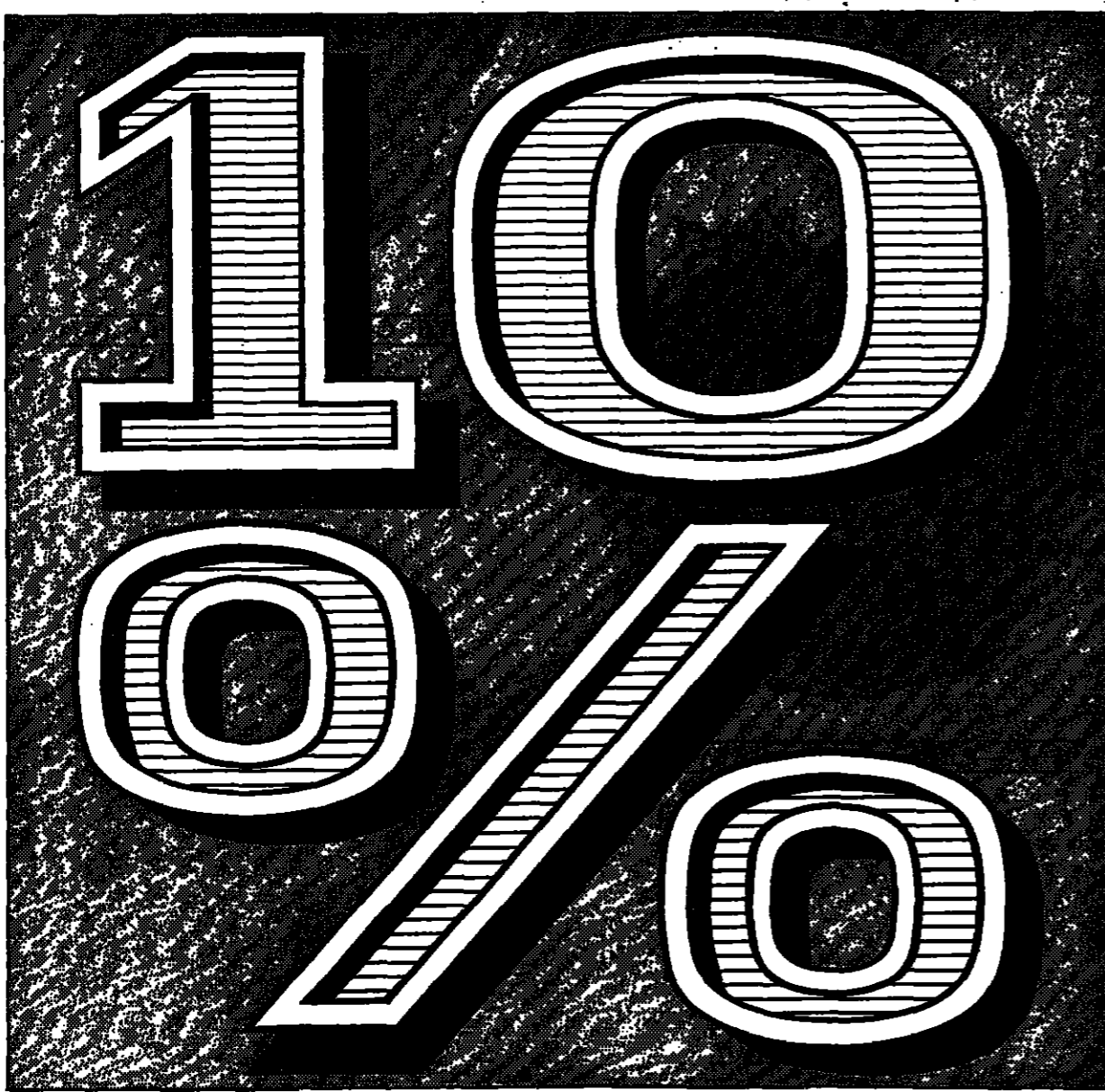
vessel of 345,000 tons had been fixed at Worldwide 30 for the Gulf and a cargo of 252,000 tons to the same destination at Worldwide 36%.

There was some concern among brokers that a reduction of output by members of the Organisation of Petroleum-Exporting Countries could lead to a fall in rates and that US action to reduce the trade deficit could include curbs on crude oil imports.

WORLD ECONOMIC INDICATORS FOREIGN EXCHANGE RESERVES (US\$bn)

	Feb '88	Jan '88	Dec '87	Feb '87
US	11,792	11,318	13,088	17,959
UK	36,125	36,396	38,526	15,802
W. Germany	67,640	70,848	72,893	56,488
Japan	78,261	77,817	75,657	46,943
Belgium	8,180	8,467	8,343	4,951
Netherlands	13,458	13,293	14,174	16,085
Italy	28,539	28,438	27,768	22,022
France	Jan '88	Dec '87	Nov '87	Jan '87
	31,513	29,634	26,457	26,728

Source: IMF



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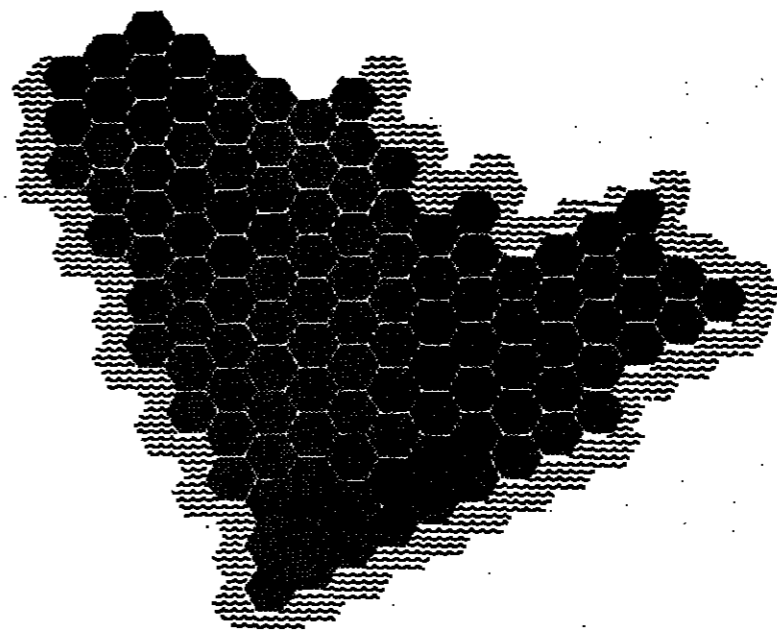
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OVERSEAS NEWS

Sluggish 0.8% growth for Africa in 1987

AFRICA'S ECONOMY grew only sluggishly in 1987 while a growing debt continued to threaten development, according to leading financial institutions, Reuter reports from Abidjan.

"Economic performance has again been disappointing in 1987," the African Development Bank and the UN Economic Commission for Africa said.

Their annual joint review

said the economy of the continent, excluding South Africa, grew by 0.8 per cent in 1987, after 0.5 per cent the year before. The 1986 growth was revised down from the 1.2 per cent estimated a year ago.

Africa's foreign debt climbed from \$207.7bn in 1986 to \$218.1bn in 1987, when debt service took the equivalent of nearly 36 per cent of export income.

"The debt issue appears more and more critical for development prospects of the region," the report said.

Oil-producing countries bore the brunt of a 1986 economic downturn but all the countries surveyed suffered last year. The oil states' economies grew by a mere 0.3 per cent in 1987 while those of the others expanded 1.6 per cent.

The year 1987 was particularly bad for African agricul-

ture," the report said, blaming bad weather. Even so, the report said, 1987 was a good year for production of many industrial crops such as cotton, cocoa, tea, tobacco and coffee, although prices for some remained soft.

It envisaged a better year in 1988, if the weather improves and oil prices do not fall further, and predicted the continent's economy could grow about 2.7 per cent.

Nicholas Woodsworth assesses the ADB's aid for private business

African energy and inertia

BANKS ARE not often likened to fictional literary characters, and still less often to the most famous split personality of Victorian literature. However, according to some observers in the West African economic centre of Abidjan, what the African Development Bank is - a Dr Jekyll and Mr Hyde.

The view in Abidjan - capital of Ivory Coast as well as headquarters of the ADB - stems from a recognition that bank activity over the years has been influenced by two powerful and contending forces.

On one hand there is a strong element of dynamism in the bank - typified in the energetic leadership of the bank president Mr Babacar Ndiaye - which is responsible for innovative thinking, rapid action, and progress on Africa's economic challenges.

On the other there are inertia and reaction in the ADB administration which leave the bank vulnerable to bureaucratic sluggishness, to choices based on political rather than economic expedience, and to a blindness to viable solutions to pressing problems.

So these elements have led to positive achievement in economic development, and to some waste of money and time. The battle continues. Considering Africa's ever-deepening crisis and the ADB's role as the continent's predominant financial institution, it is one with high stakes.

There are signs, however, that the more dynamic elements in the ADB are currently in the ascendant. Mr Ndiaye's recent personal initiative in chairing the first ADB conference on the promotion of private enterprise in Africa is the most significant indication. It reflects a shift not only in ADB orientation but in the African economies the bank was created 25 years ago to serve. Sheik Ibrahim Fall, Director

of the President's Office, said: "The ADB's interest in actively supporting private, rather than public sector, enterprise is new. But it is not a 180-degree turn in the bank's philosophy. From the beginning our concern has been to stimulate development in the most efficient way. We are now simply adapting to Africa's changing economic realities."

So great were national development needs in the main era of African arrival at independence, and so undeveloped and under-capitalised was the indigenous private sector, that support of State enterprise was a rational - indeed the only - choice for the ADB. Such vital concerns as resource exploitation, mass employment, the supply of essential goods, and basic infrastructure development could not have been approached otherwise.

So the ADB - in which 50 African and 25 non-African governments have a total capital participation of \$20.8 bn - adopted the policy of granting project-targeted loans to State-owned national development banks.

ADB funds can be loaned, in theory, to private enterprise but borrowing states have shown themselves reluctant to guarantee loans on behalf of the private sector. The majority of ADB loans have gone to finance large national or parastatal projects, particularly in agriculture, public utilities and transport.

In recent years, however, the enormous problems engendered by public sector mismanagement of finances and resources have been responsible for a change in attitude towards the private sector. They are also partially responsible for the fact that 22 African governments have been forced to seek rescheduling agreements with the Paris Club of creditors, while 25 are undergoing programmes of structural

adjustment. "There is a basic shift of confidence away from the public sector. Only five years ago private enterprise for most African governments was still tainted by the excesses of colonialism. Today privatisation programmes are to be found throughout the continent. Even nominally socialist



Babacar Ndiaye: Dynamism

leaders see the solution to many problems in private business initiatives," said Sheik Fall. A number of ADB measures to support the private sector indirectly have already been taken. According to Mr Peter Swelamira, head of the ADB's recently established Private Sector Promotion Division, 25 per cent of ADB loans last year were not project-oriented. This type of loan, going instead to support structural reform in such areas as the banking system and high value-added manufacturing, is intended to change the economic environment and make it more attractive to private investment.

Participants provided the ADB with advice on the formation of its private sector policy. Among the most urgent of the 21 recommendations they made were: Direct ADB equity participation in private enterprises.

ADB underwriting of parastatals due to be privatised. These are tall orders in a continent notorious for organisational breakdown and inability to complete plans. However, two studies on private sector promotion are already well advanced. Mr Ndiaye is confident that they will result soon in the establishment of an import-export bank and short-term credit facilities for trade financing. Barring unforeseen reversals in the context between Dr Jekyll and Mr Hyde, further changes will be forthcoming.

equity in national development banks and provided them technical assistance. In Zambia last year, for example, 50 per cent of development bank loans went to small and medium-sized private sector projects.

The recent round-table conference on the promotion of the private sector is a first step towards giving direct support to African business. It was attended by senior representatives of private enterprise from many parts of Africa and examined four problem areas of private sector activity: financing, human resources, the economic environment, and information access.

Main obstacles identified included difficulty of access to equity capital, lack of investment insurance and trade financing schemes, capital flight, underdeveloped capital markets, and a shortage of export clearing houses. Insufficient technical and managerial skills, excessive state regulation, and lack of information on market opportunities were also cited.

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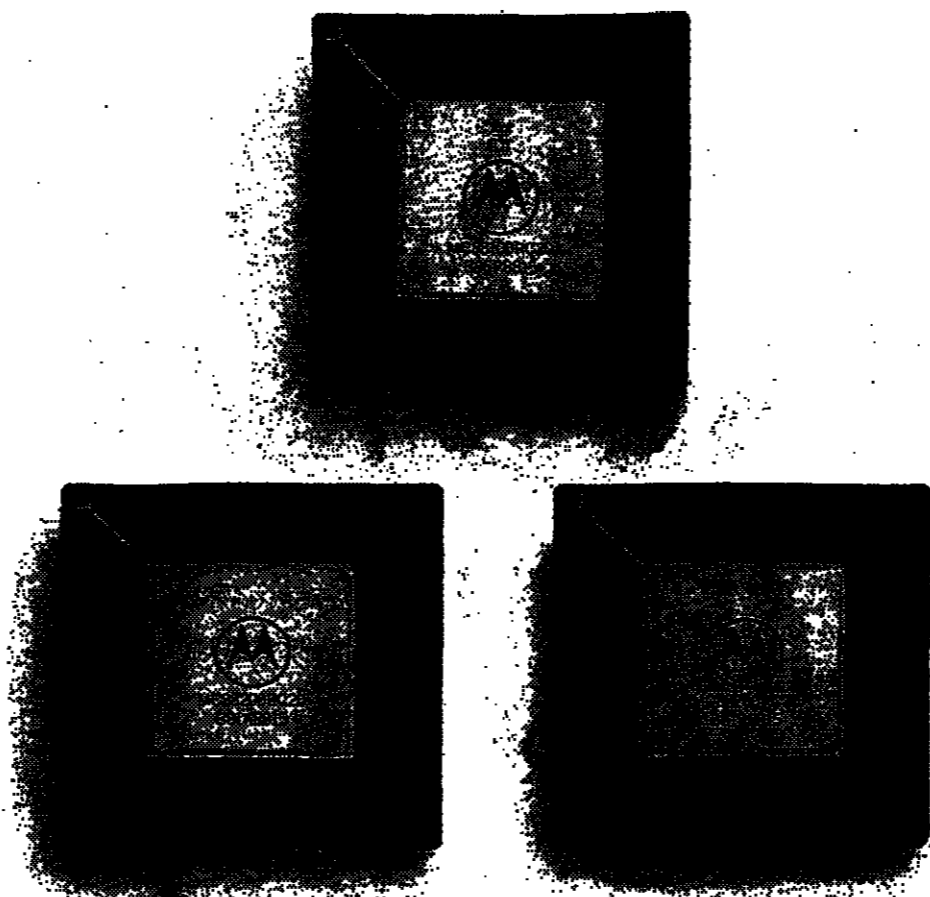
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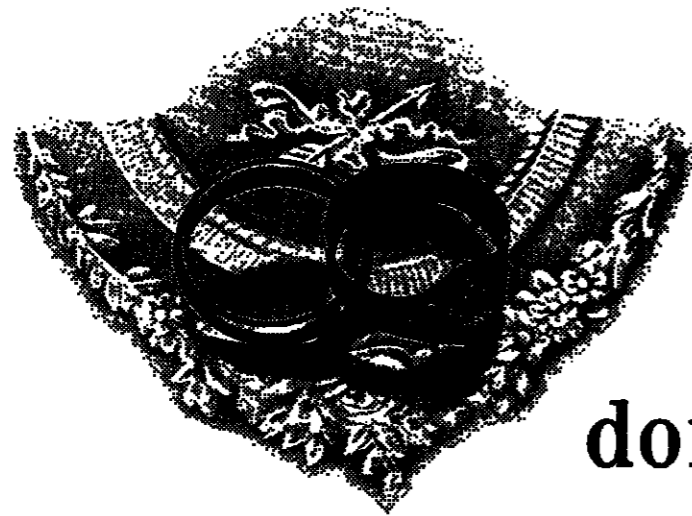


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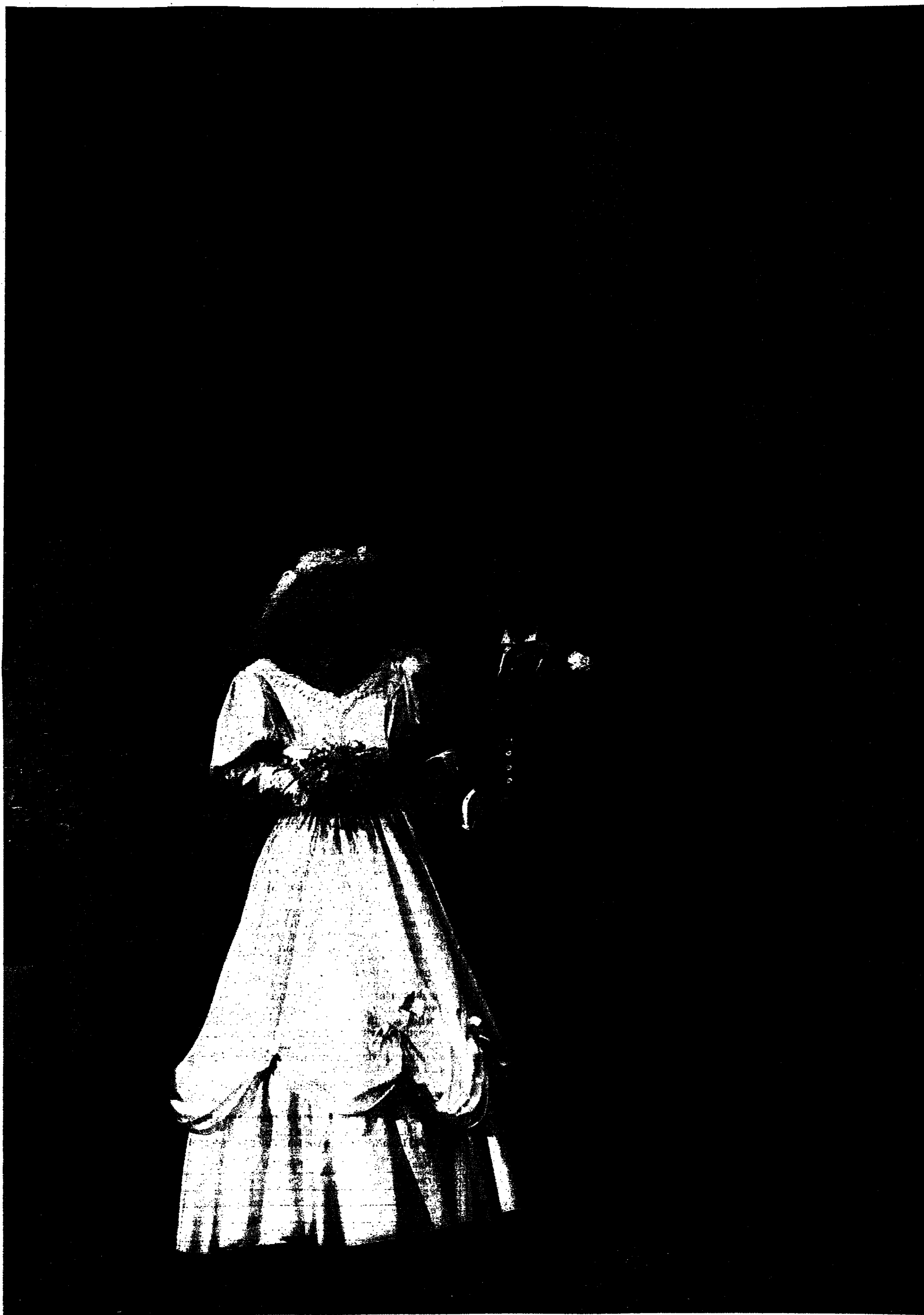
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MANAGEMENT

Daimler-Benz

Edzard Reuter opens the diversification throttle

With the West German automotive giant bidding for full control of AEG, its chairman talks to Christopher Lorenz about his new takeover ambitions

EDZARD REUTER has done one of the most dangerous things any chief executive can do: buy into three sizeable companies in quick succession, two of them in unfamiliar businesses. Yet, even before he has full control of them — though at the weekend he announced plans to buy in the minority of the largest subsidiary, AEG — he is already talking of making at least two more such takeovers: one on his home ground of West Germany and the other (or others) in distant America.

The urban head of Daimler-Benz, who took the wheel of the Stuttgart automotive giant in a boardroom coup last summer after masterminding the acquisitions as finance director, is well aware of the risks any company runs when it diversifies. Though he is "very hopeful we will succeed in not making the same mistakes that others have made in the past," he agrees that the process of post-takeover digestion is exceedingly tricky.

His caution helps explain why, to the impatience of its critics, Daimler is taking such a long time to decide exactly what to do with its 1985 acquisitions of majority stakes in AEG (electronics and electronics), and Dornier (aerospace), and its full ownership of MTU (engines) — deals which made it by far the largest industrial company in West Germany. Last year its sales hit DM67bn (£22bn), and it started 1988 with more than 326,000 employees worldwide.

Once structural decisions have been taken, however — and this will be much easier if the AEG minority is bought in — Reuter clearly plans to move faster: he decries the common view that the digestion process after any acquisition inevitably lasts a decade or more, saying he hopes the enlarged Daimler group will take only "three to five years" to develop a kind of (common) corporate culture, and also the readiness to work together, to create synergies.

In an interview in his Stuttgart office overlooking one of Daimler's main Mercedes car factories, Reuter was unusually frank about how he is trying to avoid the plethora of diversification pitfalls from which American companies, in particular, have suffered since the 1950s. As well as revealing his US takeover ambitions, and some of his European plans, he was outspoken about the need for a radical restructuring of West German industry to make it more competitive internationally.

Daimler's transformation into a broadly-based technology group — Reuter rejects the label of conglomerate — has raised many eyebrows because the company has always epitomised West Germany's industrial tradition of strength-through-specialisation. Its conversion to the risky cause of diversification has unleashed a spate of emulators across the German industrial landscape, which has fuelled the controversy still further.

Reuter had two main reasons for championing the cause of diversification to the board in 1984 — at that

stage he focused more on target sectors than on particular companies. First, he emphasised the need to broaden Daimler's range of businesses in order to offset the actual collapse of growth in the commercial vehicles market, and the possibility of similar problems occurring eventually in cars.

Second, he argued that integrated electronic systems would soon become such an important part of the car — both within the vehicle itself, and between it and new communication and traffic control systems outside it — that Daimler could no longer afford to rely for its electronics just on collaboration with suppliers. "You will not be able to produce a car in future, at least in the luxury bracket of the market, without integrating your engine, your gearbox, your axles, with an electronic system," he says now. "We feel we must integrate that part of the business in our own company." Hence the need for in-house electronic expertise, which AEG and Dornier possess plenty in hardware and software, as well as in the form of systems know-how.

This sort of high-tech "synergy" has been practised for decades by Saab in Sweden (see this page, March 11). Similar logic is now driving a spate of automotive companies, from General Motors in the US to Britain's Rover Group, to seek marriages with electronics-intensive aerospace companies.

Yet Reuter makes clear that he expects Daimler to draw more "synergy" in automotive electronics from AEG (which is not an aerospace company) than from Dornier.

But why could Daimler not secure this expertise in the same way as its emerging Japanese competitors, by forging still tighter relations with its famously close suppliers, rather than setting up in parallel competition with them through a set of difficult takeovers?

Reuter's reply is uncompromising: "Closer to Bosch and Siemens, that is very easily said but, of course, both... are very big, very independent companies." He could see no way of dealing with them in which Daimler could hold the real engineering and technological leadership, he adds. "That's the point."

The traditional Bosch and Siemens representatives on Daimler's supervi-

sory board resigned in 1986, underlining Reuter's view that many of the traditionally cosy relationships between West German companies must come apart if the Federal Republic is to face up to greater international competition, and take part in the restructuring of industries across borders.

"We must have an internationalisation of business," he says. But he denies that Daimler unleashed this rupture of relationships within the Federal Republic. "By no means did we start it — this process was on its way when we decided to go in that direction."

Nor, Reuter insists, was Daimler pushed into its acquisitions by either the politicians or its most powerful shareholder, Deutsche Bank. Though the Baden-Wuerttemberg State government played a key part in negotiations with the strife-riven Dornier family, "we were looking into the possibility of taking a stake in Dor-

Daimler's conversion to the risky cause of diversification has unleashed a spate of emulators

nier (as early as) the second half of 1984," he says. And he stresses that it was not the Deutsche Bank which conceived the takeover of AEG, which had just recovered from several painful years of losses. "I tell you: as it should be, this idea was born between the board of AEG and Daimler-Benz."

As for the current proposal of the Bonn Government that Daimler should take control of Dornier's troubled aircraft competitor, Messerschmitt-Bölkow-Blom (MBB), Reuter says Daimler is interested — unlike the many other West German companies which have been offered MBB — because "we think that the German aerospace industry should really prepare itself for a new period of international competition. So a restructuring... is necessary." For Daimler the main stumbling block at present is MBB's costly involvement in the European Airbus consortium. Yet Reuter is clearly keen on more

European collaboration in aerospace. Because of overcapacity "this industry has to be reorganised and restructured Europe-wide — at least," he says. The small stake which Daimler took last autumn alongside Britain's GEC and Sweden's Walmberg group in Matra, the French defence and electronics company, represents "a very important beginning," says the Daimler chief.

Beyond Europe, Daimler is considering US acquisitions in several of its new areas of activity. In Reuter's words "I can well imagine that there are some fields (where) we should still deepen our activities or enlarge them." In America? "Sure." Not automotive acquisitions, but in Daimler's newer fields? "Yes, right."

Though much of West German industry has fought shy of US acquisitions since the disasters suffered by Thyssen and others in the late 1970s, Reuter now foresees a "new wave of engagements in the US," brought on not just by the devalued dollar but also by the insurmountable internationalisation of business.

But isn't diversification deadly dangerous, as attested to by countless notorious examples, as well as a steady stream of research studies from Harvard and elsewhere? How does Daimler plan to avoid repeating the mistakes of other diversified companies?

To start with, Reuter states the obvious: avoid becoming an IPT-like conglomerate operating in "a huge number of fields of activity with no synergies between them." Instead — "at least in the core businesses" — try to have some real synergy between the different parts. Third, and most important, build a common culture.

"I'm well aware that you cannot in a short period bring together the different traditions, histories and corporate cultures of Daimler-Benz, AEG, Dornier and MTU. But basically all of these companies... are united by the pride of technological and industrial leadership. The common expression of course is 'high-tech', but that is not enough." Instead Reuter prefers what he calls "the old Daimler-phrase 'Das Beste oder nichts'" ("the best or nothing").

How does the creation of synergy square with Daimler's constantly repeated assurance (especially to the remaining minority shareholders in



AEG and Dornier) that the new subsidiaries will "retain their independence?"

Reuter's initial reply suggests that this is merely legal speak. "The independence of the affiliates is not different from the independence of our car business or our commercial (vehicles) business," he says.

But then he becomes more open about the difficult balancing-act which Daimler is trying to achieve between decentralisation and co-ordination, and the rather awkward organisation structure it has created to achieve this. Formally, AEG, Dornier, MTU and the two original parts of Daimler all now constitute "independent divisions" under the guiding hand of a large board of 12 directors.

Reuter says he has no intention of changing this structure, nor of following the internationally fashionable pattern of streamlining the board and turning it into a purely strategic body, with operational decisions being taken beneath it. In the group's current state of restructuring and expansion "this would be a mistake," he says.

The main co-ordinating mechanism immediately beneath the board is a "structure and synergy committee" composed of key board members, which is supported by a technology subcommittee. Both the committee and the subcommittee have already spawned a welter of cross-company working groups for individual projects.

Isn't there a risk that this tricky middle road between integration and independence will lead Daimler to fall down a hole in the middle? "Yes — this may happen any time. You have to keep your eyes open and be very careful that this doesn't happen."

Reuter is particularly keen to avoid a proliferation of committees, though by no means everyone in the group thinks he has succeeded.

The difficulty of achieving consensus about which particular synergies to exploit, and how, is demonstrated by the fact that the structure and synergy committee has still not defined all of them in detail, although many Daimler managers expected this mammoth task to be complete by

the end of last year. Reuter still chairs the committee himself, though he was originally expected to hand it on to Daimler's research and technology director, Dr Rudolf Hoernig, during 1987.

Analysis of all the group's activities should be completed by this autumn at the latest, Reuter now forecasts. "The next phase, which will probably take us another year and a half, is defining the structural consequences inside the companies. When this has been done the central activities of the committee will concentrate on technological synergies and at that time Herr Hoernig will take over the chair."

The phrase "structural consequences" raises one of the most thorny unresolved issues of all — one which causes cynical observers to forecast trouble ahead. The newly-enlarged Daimler empire is criss-crossed by activities, such as aerospace and medical technology, which need to be put in single units under their own management, rather than steered by cross-company committees as at present.

This restructuring is made difficult where Daimler owns less than 100 per cent of its new subsidiaries. So, even if Daimler wins full control of AEG this restructuring will be difficult to achieve so long as it owns less than 10 per cent of Dornier, not least because of intricate legal procedures.

In both size and diversity AEG (with over 80,000 employees) is far less digestible than the much smaller Dornier (under 10,000), in spite of the latter's prouder history and complex family connections.

In contrast with the homogeneous character of Daimler's traditional markets, where Mercedes faces only a limited number of competitors, AEG operates in a myriad of very different businesses, most of them teeming with international rivals of all shapes and sizes. And whereas Daimler's executives are steeped in the company's traditional functional culture, AEG has much more experience of divisional management.

To the obvious question of why — political considerations apart — Daimler gave itself such digestive problems by buying the whole of AEG rather than just the parts it needed for automotive electronics, Reuter points again to the first motive for the diversification: Daimler's need for a broader portfolio. "Quite a number of new possibilities lie in that AEG company," he emphasises.

Whatever one's view of the wisdom or otherwise of Daimler's diversification drive, it has at least avoided the controversial shift of General Motors, Ford and US General Electric into financial services. But not necessarily for ever, says Reuter. Daimler has never really considered making such a move, but "it may well happen in the future."

Given the company's historical relationship with the Deutsche Bank, that really would mark a departure from the incestuous traditions of West German business.

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Government 'set to defeat Tory poll tax rebels'

BY JOHN HUNT

THE GOVERNMENT is confident that it can defeat the challenge from rebellious Conservative members over the community charge, or so-called poll tax, in the House of Commons tonight.

Mr Michael Howard, Minister for Local Government, who is in charge of the bill which will introduce the charge, said last night: "I am confident that we will have a healthy majority."

The Government seems certain nevertheless to face a big drop in its overall majority of 102 when a vote is taken on the amending clause being pressed by a group of Conservative backbenchers headed by Mr Michael Mates, member for Hampshire East.

This comes at a sensitive time when of rising discontent among Conservative backbenchers at several important aspects of Government policy.

The clause would introduce three tiers of tax charge linked to ability to pay rather than the Government's flat rate charge which it is proposed will replace the present local authority rating system.

Mr Mates said yesterday that he still has 45 signatories to the clause who will vote for it tonight. Five of the original signatories had asked their names to be removed.

On BBC radio Mr Mates said: "I am not trying to win. I am trying to get the Government to listen to the concern expressed by so many of its supporters."

Some of his supporters were predicting that the Government majority would fall to 20 or even 15 as Labour and the newly merged 19-strong Social and Liberal Democrats will vote with the Tory rebels.

Mr David Steel, interim joint leader of the Government, said last night: "We will be there in full force to support the amendment. Let us hope it succeeds."

But ministers and Government whips have mounted an intensive campaign over the weekend to change the minds of some of the Mates group. They predict that the Government majority will be well above 20 and that some of the rebels will abstain instead of voting for the new clause.

Mr Peter Brooke, Chairman of the Conservative Party, said he believed that some of the Mates



Michael Mates: 45 signatories

supporters would change their minds by tonight and would not vote for the new clause.

Mr Michael Heseltine, who resigned from Mrs Margaret Thatcher's Cabinet as Defence Secretary over the Westland affair, denied suggestions that he was behind the organisation of the poll tax rebellion.

"I don't need to hide behind people's shadows," he said. He was, however, one of the signatories of the new clause, and confirmed that he would vote for it.

The intensity of activity by the Government over the weekend shows its concern at the implications of the threatened rebellion.

Only last Thursday there was the biggest Tory rebellion since the general election over the proposals to end free universal eye checks and the ending of free dental check-ups.

There is also considerable disquiet over last week's sweeping changes to the social security system.

In addition, the Government faces a fierce onslaught in the House of Lords today and tomorrow when there is a two day second reading debate on its controversial Education Reform Bill.

There is likely to be fierce criticism from all sides of the House, including some Tory peers.

Funding by national savings hits 10-year low

By Clive Wolman

NATIONAL SAVINGS made a contribution to government financing of only £2,628m in the financial year ended March 31, the lowest figure for more than a decade, according to figures published yesterday.

The decline in the importance of National Savings, which in the previous financial year 1987-88 made a net contribution of £2,378m, is even more striking when account is taken of inflation since the mid-1970s. The underlying cause of the decline has been the shrinking public sector borrowing requirement and the decision, since a review by the Treasury in 1984, not to market and promote National Savings aggressively as an alternative savings medium to the building societies and banks.

National Savings interest rates, particularly on fixed interest certificates, have thus become less competitive. In March this led to a withdrawal by holders of fixed interest certificates of capital and accrued interest worth £288m compared with only £150m in February. The March figure was offset partially by £98m of new savings during the month and £70m of accrued interest which was not withdrawn. The net in the interest rate which is paid to those who fail to cash their certificates after the five-year redemption date has been expected to lead to further large withdrawals in April and May.

In the financial year 1987-88 as a whole, the net deficit on fixed interest certificates was £682m compared with a net contribution of £268m in 1986-87. The total value of all holdings of fixed interest certificates, including accrued interest, stood at only £13,978m at the end of March, compared with £13,708m a year earlier.

Index-linked certificates continued to suffer net withdrawals, despite offering higher expected returns, at least to higher rate taxpayers, than alternative savings media including index-linked gilt-edged securities. The net deficit in March was £25m, and for 1987-88 as a whole the deficit was £174m.

The author is Mr Christian Bratt, who recently finished four years service as labour attaché in his country's embassy in London. He now works for SAF, the Swedish Employers Organisation.

He contends that the Prime Minister's policy towards the unions during the 1980s has changed fundamental attitudes which have handicapped the British economy since the last century.

"Watch out," says Mr Bratt. "The new British are on their way and Mrs Thatcher deserves the praise for what she has done." Such a robust view is not presently shared by many of his fellow Swedes, but Mr Bratt believes they have a hostile view

Hinkley reactor given bad economic rating

BY MAX WILKINSON, RESOURCES EDITOR

THE NUCLEAR power station planned at Hinkley Point in Somerset, south-west England, is unlikely to be economically competitive, according to the latest government estimates.

They show that, on assumptions appropriate to a privatised electricity industry, the station would produce more expensive power than a comparable coal-fired plant.

The proposed Hinkley C station is intended as the second in a family of Pressurised Water Reactors, to follow that being built at Sizewell in Suffolk, on the east coast.

The poor economic rating of the Hinkley project is embarrassing for ministers, who want to proceed with a nuclear programme for strategic reasons. The most immediate problem is that the Hinkley project may prove more vulnerable to economic objections at the forthcoming planning enquiry than did the Sizewell station.

At the four-year Sizewell enquiry, the Central Electricity Generating Board argued that the new nuclear station would save so much in reduced coal costs that it was worth building even before it was strictly needed. After coal prices had fallen, the board was still able to say that the PWR was much better value for money than a coal station, and this was broadly



The CEGB's Sizewell A power station in Suffolk, site of Hinkley's sister reactor

undermined by Sir Frank Layfield, the planning inspector.

Since then, however, the outlook for coal prices has weakened further: the CEGB is testing the economics of the project against an assumption that there will be little or no rise in real coal prices before the year 2000. It is also being forced to consider the impact of the higher return on capital which its new owners will require after privatisation.

As a nationalised industry it is required to make only a 5 per cent real rate of return on capital on new projects after inflation. This is half the return now being earned by private industry. City of London advisers are telling the Government that the private sector would require at least 10 per

cent from a nuclear project because of the perceived risks.

At this rate, the Hinkley project would be a flop. The CEGB's own internal estimates suggest that it no more than breaks even against a coal-fired station at about 7 per cent.

The high cost of Britain's nuclear programme will make it difficult for the Government to draw up regulations to limit prices in the newly privatised electricity industry. Last month's White Paper on electricity privatisation said that the industry would be obliged to sell a fixed proportion of power which was not generated by coal or oil.

However, no solution has yet been found to the vital question of how to price this nuclear energy.

envisage there being any big savings in the building costs for the Hinkley station over those at Sizewell, although some of the initial design costs will be shared.

The high cost of Britain's nuclear programme will make it difficult for the Government to draw up regulations to limit prices in the newly privatised electricity industry. Last month's White Paper on electricity privatisation said that the industry would be obliged to sell a fixed proportion of power which was not generated by coal or oil.

However, no solution has yet been found to the vital question of how to price this nuclear energy.

TV and film union faces division over merger

By John Gapper, Labour Staff

THE ACTT film and television technicians' union faces a rebellion by its independent television members after it and Beta, the studio and clerical staff union, voted to merge to help resist widespread changes in ITV working practices.

Mr Peter Bratt, chairman of the ACTT's ITV division, said yesterday he believed many of the union's 7,000 members working in ITV companies would split from the ACTT and form a separate union if a merger took place.

During a debate at ACTT's annual conference some delegates had argued it could become split and fragmented if it did not unite behind a merger with Beta.

The conference in London voted yesterday against taking industrial action to resist the weakening of ITV national pay and conditions agreements.

Members opposed a merger with Beta because of hostility over limited support in past industrial disputes, and a belief that the ACTT is a craft union which should not merge with a general workers' body.

Robert Taylor examines a new book praising a shift in Britain's industrial relations policies

Mrs Thatcher wins some Swedish applause

MRS MARGARET Thatcher's industrial relations strategy receives enthusiastic support in a book published today in Social Democratic Sweden.

The author is Mr Christian Bratt, who recently finished four years service as labour attaché in his country's embassy in London. He now works for SAF, the Swedish Employers Organisation.

He contends that the Prime Minister's policy towards the unions during the 1980s has changed fundamental attitudes which have handicapped the British economy since the last century.

of the Prime Minister because she has suffered from unfair treatment at the hands of the Swedish media.

His intention with the book is to do what he can to correct what he sees as a distorted picture of UK industrial relations. Mr Bratt will appear tonight on Swedish television to argue his point, and will be lecturing over the next two months up and down the country on the "new unionism" which he sees growing in Britain.

Mr Bratt insists: "Mrs Thatcher has smashed outdated attitudes on the shop floor and in the unions, but she has done nothing to damage good industrial relations." Indeed, he believes that her legislation since 1980 to curb the excesses of trade union power has helped and not hindered the growth of sensible trade union practice.

He believes that unions like the EETPU electricians union and the engineers have shown

what can be achieved by a pragmatic and professional approach which has abandoned the dogmas of the past.

There is a Scandinavian touch about union leaders like Gavin Laird of the Engineers and Eric Hammond of the Electricians, says Mr Bratt. He is particularly enthusiastic about the EETPU, calling it a "pioneer union" which "has a clear idea of what it wants to achieve and a unique relationship with its members."

With a keen eye for the nuances of British industrial relations, Mr Bratt peppers his concise account with personal vignettes of his years in London. He recalls how his bedroom was once used at a party for a reconciliation between Mr Norman Willis, TUC General Secretary, and Mr John Prescott, who was then the Labour Employment spokesman.

Mr Bratt also recalls with a sense of shame how he and other

diplomats in the gallery gave a standing ovation to Mr Arthur Scargill for a demagogic speech on the miners' strike at the 1984 Labour Party Conference, which he now believes carried echoes of Nazi Germany.

There are affectionate references to Mr Willis, although the TUC general secretary will not be pleased at being reminded that he was once known as his predecessor Mr Len Murray's "clown prince."

The left on the TUC general council will not be pleased with what Mr Bratt has written. Mr Ron Todd of the Transport & General Workers Union is said, for instance, to "lack the capacity to move in the new ways."

Mr Bratt highlights four important trends in British industrial relations for the 1990s. He believes, first of all, that the political dimension of union activity will become far less important.

He also believes that unions will face an unpalatable choice between agreeing to single union strike-free agreements in the workplace or facing an end to unions as such. He also thinks that the individual rights of workers will become more important, particularly share ownership.

Mr Bratt believes that so far Mrs Thatcher has carried out only "half her revolution", but he quotes the shrewdness of Mr John Monks, deputy TUC general secretary, who likens Mrs Thatcher's industrial relations policy to the words used by the Prussian military strategist, Clausewitz: "always stay on the move by taking the offensive."

Whether Swedes will agree with Mr Bratt's opinions must be doubtful. And very few of the British union leaders, if any, will know what Mr Bratt has written unless they can read Swedish.

Once on this site at Wangfujing, a thousand years ago, a spring bubbled forth, its waters so pure, its sound so tranquil that the Emperor guarded it as he guarded his most precious treasures.

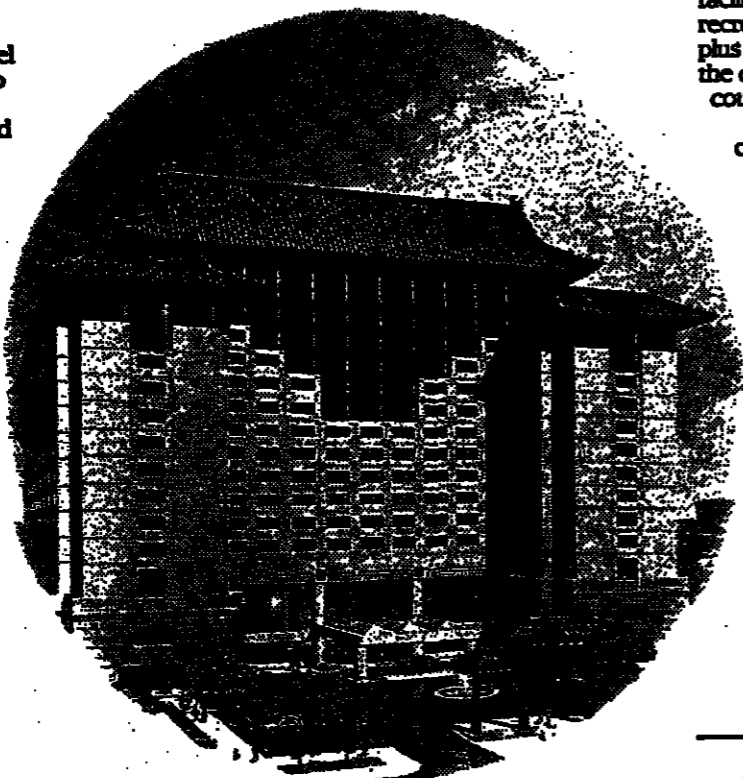
When tired from the pressures of office, he and his chosen Mandarins came here to rest for it seemed the flowers were more sweetly scented and the birds sang more joyfully at the Well of Wangfujing.

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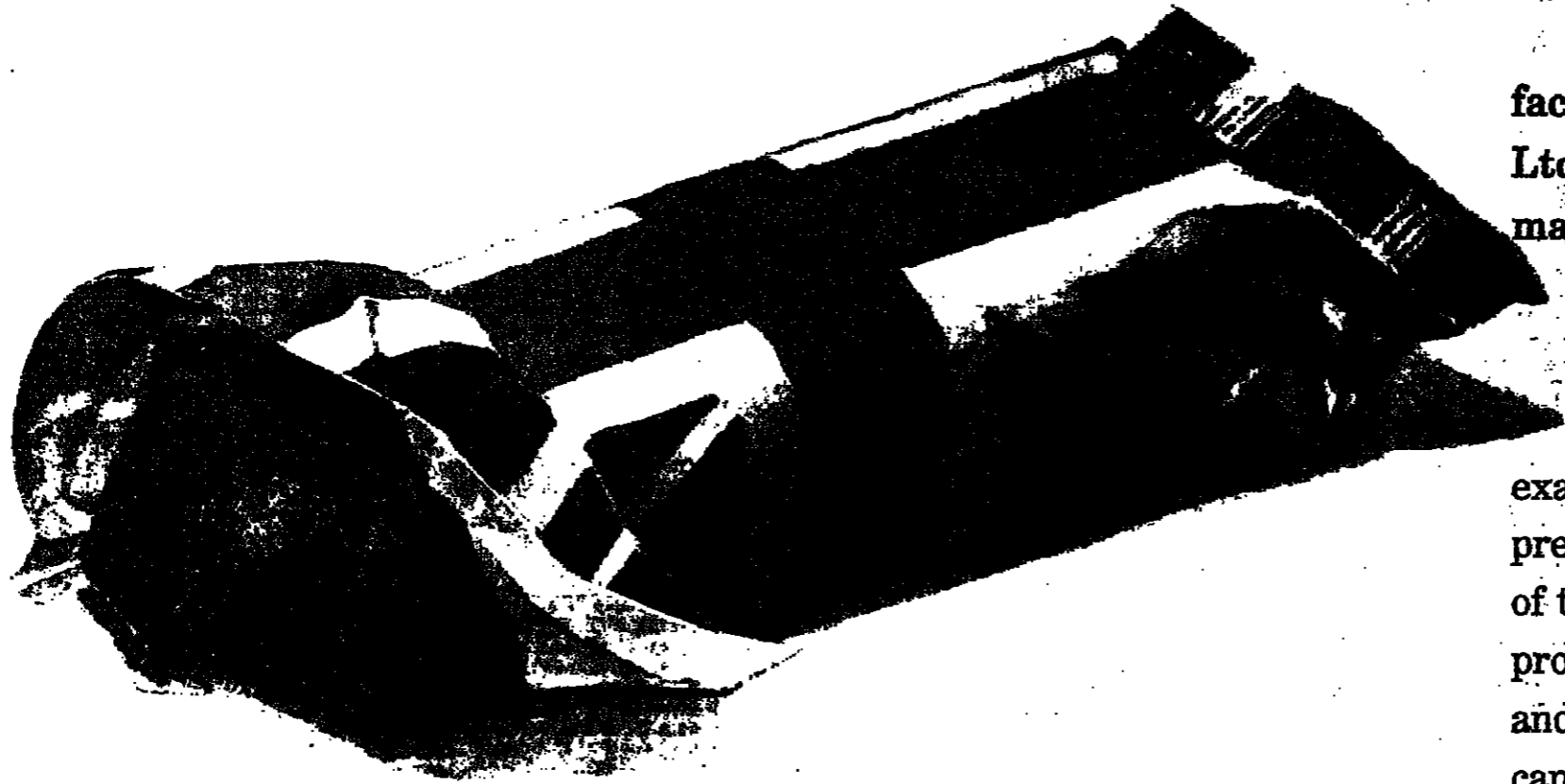
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Cadbury Schweppes invested £97 million here.



More specifically, "here" was the factory floor. From 1981 to 1983 Cadbury Ltd. spent £97 million making the manufacturing capabilities of the confectionery division among the most modern in the world.

Let us quote just one small but typical example: Crunchie bars are now cut by a high pressure jet of coconut oil. This saves 50% of the honeycomb wasted by the old cutting process. It's one of the many modernisations and rationalisations that gave us a significant increase in productivity per employee. And that provided money - money that was used to boost our marketing effort.

Profits doubled as a result.

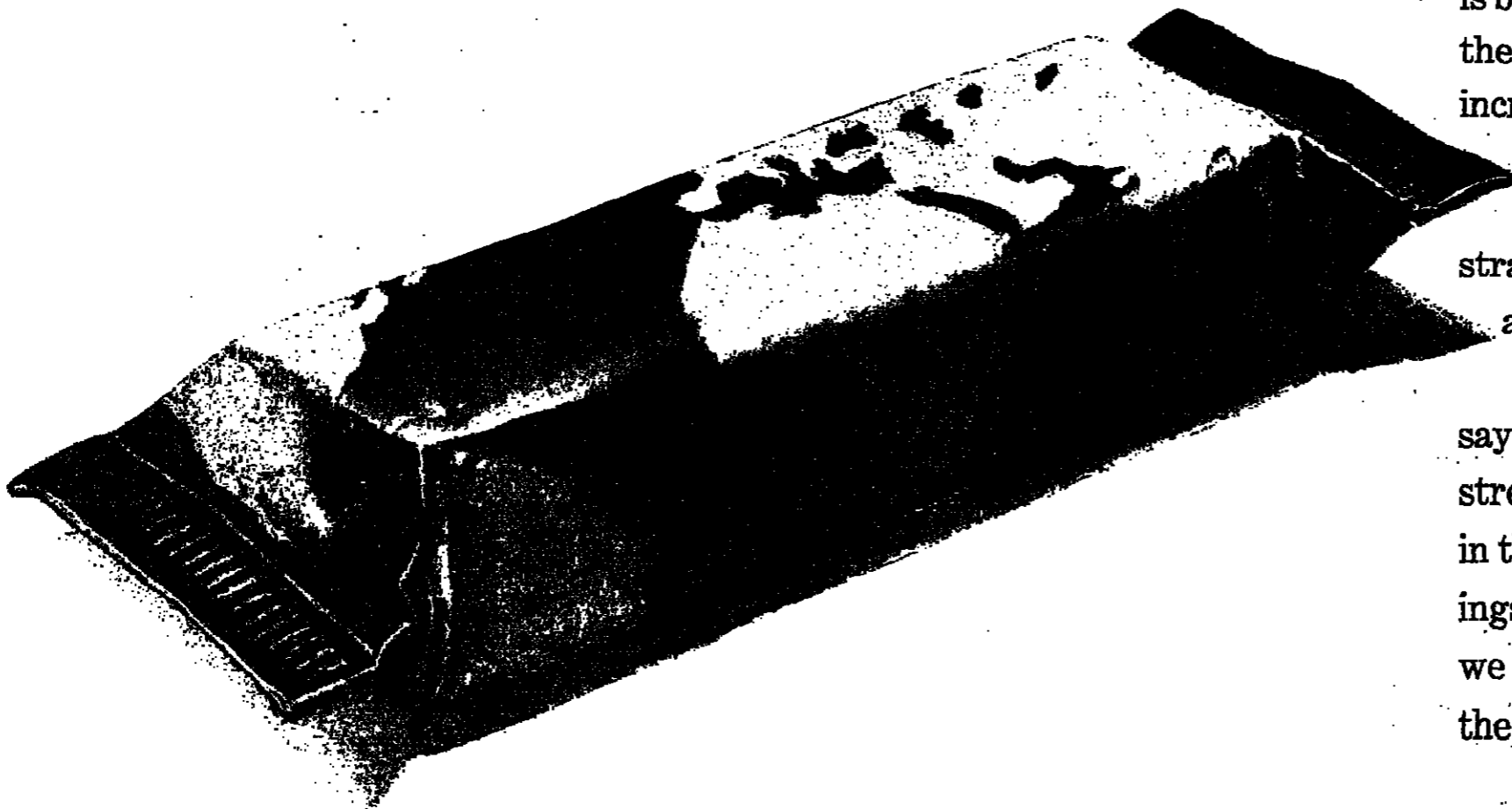


So we could capture more of the market we increased our advertising "share of voice" in the sector. In 1987 we invested £3.5 million more than the previous year.

We also embarked on a major programme of new product development. 13 brands have been launched since 1980. Biarritz and Wispa are already acknowledged confectionery classics. These moves helped increase our market share to 29% (remember, in a market as huge as this, one percentage point is worth over £20 million).

Aggressive marketing has more than doubled trading profits since 1981, reaching some £57 million in 1987. So carefully planned management is achieving exciting profit growth.

And we're not going to stop there.



The success of Cadbury Ltd. in the UK is by no means the whole story. We've applied the same principle of reducing costs and increasing marketing investment throughout the world. What's more, growth in 1988 will be further enhanced by recent strategic acquisitions in the USA, Australasia and France.

As Chief Executive Dominic Cadbury says, "The management skills which have strengthened Cadbury Schweppes' position in the market place and increased 1987 earnings per share by over 33% will ensure that we capitalise on these new opportunities for the benefit of our shareholders."

Cadbury Schweppes

MANAGEMENT PROVEN IN THE MARKET PLACE

Cadbury Schweppes MANAGEMENT PROVEN IN THE MARKET PLACE. Cadbury Schweppes MANAGEMENT PROVEN IN THE MARKET PLACE. Cadbury Schweppes MANAGEMENT PROVEN IN THE MARKET PLACE. Cadbury Schweppes MANAGEMENT PROVEN IN THE MARKET PLACE. Cadbury Schweppes MANAGEMENT PROVEN IN THE MARKET PLACE.

UK NEWS

ITN expected to approve radical shake-up plan

BY RAYMOND SNOODY

THE BOARD of Independent Television News is today expected to approve a radical reorganisation plan to cut costs and introduce new technology.

satellite venture collapsed last week - but over access to exclusive material, not price.

Satellite TV news put out to tender

BY RAYMOND SNOODY

BRITISH Satellite Broadcasting is advertising today for an independent contractor to provide eight hours of television news a day.

channels of television in autumn. It is widely emerging as a substantial market for independent producers.

Shares give information group staff big profit

By Terry Dodsworth, Industrial Editor

EMPLOYEE shareholders who bought an average holding of about 23,000 in Istel, the information technology group, have seen the value of their investment rise to 25,000 in the past eight months.

Istel was sold by Rover Group, the vehicle maker, last August. The 100 per cent jump in the company's value follows a year in which Istel's pre-tax profits also leapt, by 121 per cent to 25.6m.

It increases the chances of a stock market flotation, which should occur within about three years, in accordance with the company's target when privatised.

Istel was spun off by Rover in one of the early initiatives of Mr Graham Day, group chairman, to prepare the entire vehicle company for privatisation.

A team of top managers assembled the buy-out package for Istel last year. Then the company was valued at 25m.

David Fishlock on privatisation plans for British Technology Group

A BUSY spring looms for Mr Andrew Jordan, a partner in accountants Coopers & Lybrand, who has just undertaken to report to the Government in eight weeks on how to privatise the British Technology Group.

British Technology Group is probably the Government's most enigmatic investment: even its own top executives will not hazard a guess at its value.

They spend much of their time explaining themselves to prospective clients. Last week, Mr Ian Harvey, BTG's chief executive, wrote to 15,000 clients worldwide - "including every inventor who has ever assigned a patent to us" - assuring them it was "business as usual" while the accountants drew up their report for the DTI.

BTG's business is research, and more precisely the transfer of the fruits of research - ideas, know-how and technology - to industry and commerce.

BTG is the outcome of a shotgun marriage in 1979 between the National Enterprise Board, repository of Britain's industrial "lame ducks" of the 1970s, and the National Research Development Corporation. In 1979, the NEB holdings, shown of such giants as British Leyland and Rolls-Royce, had a book value of about 250m.

However, the marriage was not consummated until 1983, when the DTI appointed Mr Colin Barber, former finance director of British Steel and Ford Motor Company, as its chairman.

He gave Mr Barber a clear brief to shed the remaining "lame ducks" and concentrate on technology transfer.

Since 1984, BTG has obtained 220m in sales from the NEB portfolio. This revenue is handed



Ian Harvey: business as usual promised while sell-off considered

"straight back to the Treasury," says Mr Rudi Kathoko, BTG finance director, without any profit. The book value of its residue is now only 24.5m and its NEB division no longer exists.

What does remain is a team of professional punters, based at the Elephant and Castle in south London, with a burning desire to promote profitably in British technology. They are trained to pick winners in races that may not be run for another 20 years.

The punters total 120, two-thirds technically qualified and including 40 with doctorates.

Gene are the days when staff were obliged to look carefully at every idea submitted and be prepared to defend their decisions before politicians; when inventors would insist that, as taxpayers, they had a right to hand-outs for their time, travel, machines or whatever.

BTG no longer has any right of first refusal on academic inventions. Many universities have set

up their own mechanisms for commercial exploitation, while the City has many venture capital groups scouring academic institutions for ideas.

However, BTG has been freed to use its best commercial judgment in picking inventions worth backing. "We have a knowledge of how to handle licensing and patenting on a world scale, which others don't have," claims Mr Harvey, a Cambridge engineer wooed from the US by Mr Barber in 1985.

Administratively, BTG reports to the research and technology division of the DTI. But Mr John Morton, the secretary, emphasises that BTG is no government-funded agency.

Last year, the group showed a pre-tax profit of 24.5m on revenues of 216.5m. For the year just ended, Mr Harvey expects higher profit on revenue of about 220m.

The big earners in the portfolio at present are patents assigned to

several British universities for the basic inventions behind medical imaging by nuclear magnetic resonance, and the pyrethrin insecticides discovered in government laboratories.

A total of 50 projects form the backbone of its investment portfolio. Of these, 40 are already licensed. They include drugs, vaccines, diagnostic materials, insecticides, farm machinery and vehicle transmission systems.

Investments have a net book value of about 27m. Still more encouragingly, new ideas - especially medical ones - are being submitted at a rate "greater than we can currently handle." Revenue on new deals is shared 50-50 with the inventor.

This is all part of the dramatic change in the commercial attitude of BTG. A decade ago, executives still believed the important thing was to get British technology to the market "even if we had to give it away."

Today, they are out to get a good deal. Executives are trained to negotiate. "The desire for a good deal is something we've worked on quite hard," says Mr Morton.

Their latest enthusiasm is to persuade research-based companies that BTG might handle their portfolio of inventions peripheral to the core business. So far, about a dozen ideas have reached BTG to make of all this ferment of technology transfer can only be guessed at. The DTI has shown sensitivity in drafting its briefs, stipulating for instance that the advice tendered should try to ensure the continuity of BTG's role in encouraging effective use of publicly-funded research.

Corporate finance boutique set up

By Clive Wolman

A CORPORATE finance advisory boutique, BKR Financial, was launched yesterday backed by the property company London and Edinburgh Trust which has taken a 50 per cent stake.

The chairman of the company, Mr. Bob Rankin, was formerly chief executive of Balfour Beatty, the construction company subsidiary of BICC. The chief executive of BKR is Mr Martin Knight, who has left the export and project finance team of the merchant bank Morgan Grenfell.

Mr John Beckwith and Mr Stuart McDonald, the chairman and joint managing director of London and Edinburgh, have become non-executive directors.

BKR plans to specialise in merger and management buy-in activities, which will include taking stakes in client companies. It also plans to advise on the raising of development and venture capital and on project finance.

The launch of BKR as an independent company follows that of several other small corporate finance companies set up in the US and UK in recent years.

The two most ambitious ventures, launched in February, have been Wasserstein, Perella and Co, headed by two leading corporate financiers from First Boston investment bank in the US, and Hambro Magan, formed by two City corporate financiers from Morgan Grenfell and Hambro Bank.

Britannia buys agency

BRITANNIA Building Society, the ninth largest UK society with assets of 24.5m, has purchased Michael Duffy & Co, an estate agency company based in Cheshire and the north Midlands.

Warning on rates for new offices

By Paul Chesswright, Property Correspondent

GROWING uncertainty about the future of the office market in the City could be heightened by problems with the introduction in 1990 of the uniform business rate, according to Dron and Wright, a firm of chartered surveyors.

The firm claims that it had found an anomaly arising from the phasing-in of the new rating system. It said the anomaly could mean substantially higher rates for new buildings.

The Government has stated that there will be a transitional period for introducing the uniform business rate, although it has not yet decided how the transition will work.

The amount of rates to be paid will depend on the value of the property at April 1988. That is based in turn on the rental value in the City which has risen by up to 75 per cent in the past year, suggesting that rates under the new system will be substantially higher.

But Dron and Wright said it had found that no transitional provision had been made for the treatment of unassessed new premises.

It calculated rates for two virtually identical buildings, one assessed before April 1989 and permitting a phasing-in of the new rate, and the other assessed afterwards, and so not given the phasing-in concession.

Dron & Wright said there could be a disparity of more than 50 per cent in the two rate bills. The firm added that there were apparently no plans to correct the anomaly.

The firm said that might not matter in a rising market, where there was strong demand. Rates typically have been less than a third of rental charges.

In its latest survey of City office supply and demand, James Lang Woodson, chartered surveyors, noted that the amount of space covered by proposed developments had reached 28m sq ft.

That was equivalent to about a fifth of the actual office stock, and office-users were expected to have much more choice in 1990 if it occurs, the rating anomaly will ease progressively through the transitional period. But landlords and developers may still have to reduce rents to take into account higher rates.

Software leasing scheme launched

TERRY DODSWORTH

ONE OF THE UK's leading computer leasing companies is launching a new software leasing service to counter the rapidly escalating costs of computer software.

ECS, a subsidiary of Societe Generale, the French banking group, said it had started the software leasing scheme following favourable guidance from the Inland Revenue, which said software could be classed as tangible assets and would therefore qualify for standard capital allowances.

It said costs to customers would be about two percentage points lower under the leasing arrangements than under conventional credit financing.

The scheme, aimed solely at the market for computers made by International Business Machines, follows a surge in the cost of software programmes - the instructions that control the way a computer runs - in the past 10 years. It differs from present arrangements for financing software by keeping the software lease separate from the hardware purchase.

Leasing computer sometimes wrap together specialised applications programmes with the hardware in a single leasing arrangement. This approach, however, can create questions over ownership.

Amstrad sees NHS order as market breakthrough

BY OUR INDUSTRIAL EDITOR

THE AMSTRAD personal computer group claims to be on the verge of a breakthrough into the corporate computing market following a 23m order from the South West Regional Health Authority.

The contract, awarded by the health service's central buying department, is the first large order for the new central sales department set up by Amstrad a few months ago to attack the corporate personal computer market.

The company believes the order is likely to be followed by others from health authorities throughout the UK. Amstrad also says that it will soon be announcing other deals with large quoted companies.

ship license, whereas the ECS claims that its plan gives title unambiguously with the programming company.

According to Mr Antoine Colloc, managing director of ECS in the UK, about 60 per cent of the cost of the average computer installation is tied up in software with the other 40 per cent in hardware. Ten years ago, software accounted for only 40 per cent of total costs on average.

This change in the relationship between hardware and software reflects the computer industry's continuing ability to increase the power of its machines by about 30 per cent a year through the development of microcircuitry.

As a result, hardware prices have fallen rapidly in real terms, enabling users to buy much more power for the same financial outlay. At the same time, however, the programmes to run the computers have become much more complex in order to extract the most from the machines.

Mr Colloc said: "Software is a direct reflection of the price of labour because each user has to be written by an individual."

ECS's software leasing arrangements are directed solely at IBM machines because the company does not deal in any other computer brands.

There are also indications that Amstrad is planning to launch other products aimed at the market for departmental computer systems, which depend on the ability to link personal computers in networks.

Industry estimates give Amstrad just more than 61 per cent of the UK personal computer market, at present measured on the basis of units rather than value.

Advertisement for TWA 'Wings Over London' Class. Text: 'Wings Over London Class - your windows are free.' Includes TWA logo and background image of London skyline.

UK NEWS

Peter Marsh on Britain's decision to join the Columbus project
Space research put back into orbit

A DECISION that Britain is to join an international space station project for the late-1990s is to be confirmed today.

The project, called Columbus, will give the country about the same status in the venture as Spain and Belgium but significantly less than West Germany, Italy and France, the European countries most heavily involved.

Today's announcement from the Department of Trade and Industry is likely to commit the UK to providing about 7 per cent of the estimated \$2.2bn cost of Columbus, a laboratory and associated space modules that is to be western Europe's contribution to the international venture.

West Germany, Italy and France have agreed to contribute, over the project's 10-year development phase, 36 per cent, 26 per cent and 14 per cent respectively. Spain is providing 6 per cent and Belgium 5 per cent.

Columbus, under a deal between the US and the 12-nation European Space Agency, is due to plug into the main US core of a set of linked space laboratories.

This will have a crew of eight and house scientific experiments in areas like low gravity materials processing.

Total costs of the space scheme are estimated today at \$11bn but could easily treble by the time the project ends in about 1999.

The main UK involvement will be in building a satellite associated with Columbus for taking pictures of Earth.



Kenneth Clarke yielded to pressure from ESA nations

Partners in ESA, officials of which are meeting in Noordwijk, The Netherlands, today and tomorrow, are expected to welcome Britain's decision.

Britain, Hill now, has been the only big ESA nation not taking part in Columbus, saying it was too costly and unlikely to yield commercial benefits.

However, it appears Mr Kenneth Clarke, Minister for Trade and Industry, has yielded to pressure during the past few weeks both from other ESA nations and the UK space community.

Mr Heinz Riesenhuber, West German research and technology

minister, twice wrote to Mr Clarke since the year's start. He set out benefits of participation and possible damage to European space collaboration if Britain continued to slight Columbus.

Mr Clarke is also believed to have been swayed by ESA redesign of the satellite in which Britain is to be most involved. ESA cut the weight of the satellite, the polar platform, from about 3.5 tonnes to two tonnes.

This cut cost from about \$400m to \$250m, putting a cheaper price on UK entry to the overall Columbus programme.

None the less, the expected UK 7 per cent stake in Columbus is about half what the UK had been planning to contribute up to last summer when Mr Clarke took charge of UK space policy, forcing an overall rethink.

At the weekend a senior West German official welcomed the UK decision, but saw it as overdue. "It sends a very positive signal to the whole European picture in space policy," he said.

Sir Geoffrey Pattle is the former industry minister who was dismissed last summer, his post going to Mr Clarke.

He said: "I am pleased by the fact that Britain will be in Columbus although I would have liked to see us being rather more wholehearted about the programme. It would have been unforgivable if Britain had not been part of the space station."

Mr Jack Leeming, who retired six weeks ago as British National

Space Centre chief, said the relatively small scale of UK participation in Columbus meant he was not jumping over the moon at the announcement. "But I'm relieved." His successor is due to be named today.

Observers of space policy in the US welcomed news of UK participation. The US Government is expected to put up about three-quarters of total venture costs.

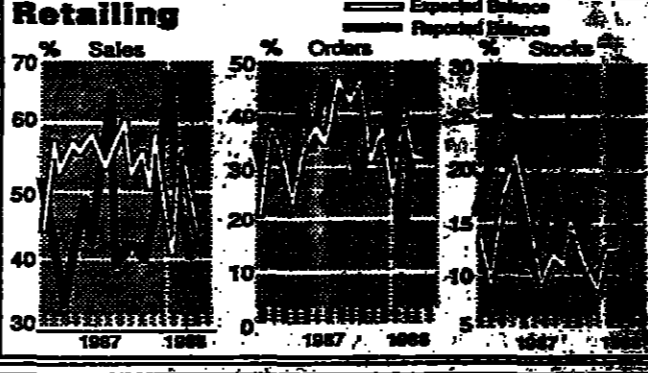
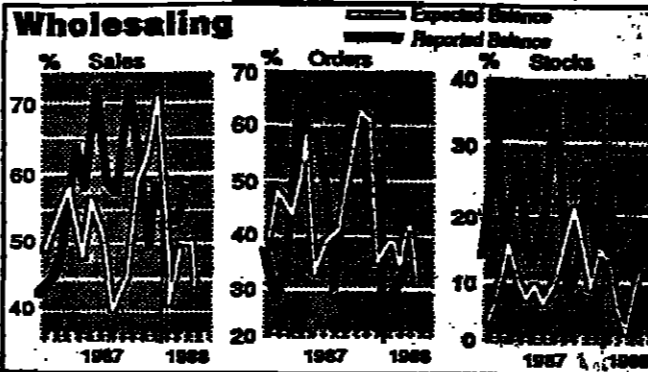
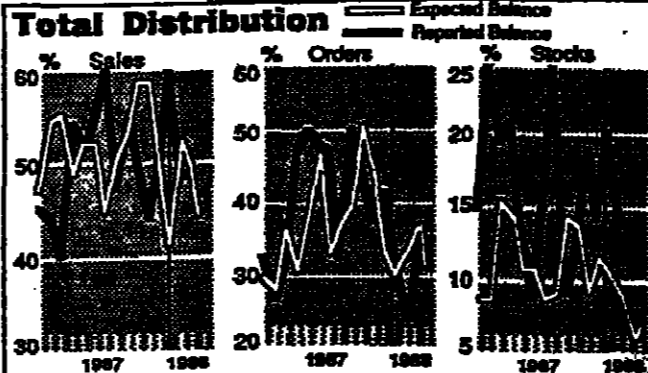
Prof John Logsdon, a space policy expert at George Washington University, Washington, said it would have been politically embarrassing had the international space venture gone ahead without the US gaining the support of Britain, its closest ally.

Mr Henry Herzfeld, a technology consultant in Washington who was formerly chief economist at the US National Aeronautics and Space Administration, said the space station scheme was not without risks.

"But I would have thought that a country like Britain would have felt it would be necessary to get involved if it is not to lag behind in an important area of technology in the future," he said.

British Aerospace is the main UK company likely to benefit from the British announcement. It stands to gain, through formal UK participation in Columbus, an ESA contract for building the polar platform's main part.

However, it can expect competition for this from other European companies such as Dornier of Germany and Matra of France.



Retailers predict slower growth in high street sales

BY RALPH ATKINS

SALES GROWTH in high street shops is forecast to slow this month after buoyant increases during the winter, retailers

"Moderation in the underlying trend of sales growth has been maintained over the first quarter of the year, and it looks as if it will continue into April," said Mr

The Confederation of British Industry/Financial Times survey of distributive trades shows a marked fall in optimism. Out of 286 retailers questioned, 15 per cent said they expect a fall in sales volumes this month compared with April last year, while 52 per cent expect an increase.

This meant the balance of those expecting a rise in April minus those predicting a fall was only +43 per cent.

That was slightly higher than the forecast for January's sales compared with a year before, but is otherwise more pessimistic than in any month since April 1986, it compares with forecasts of 58 per cent and +51 per cent for February and March respectively.

Mr John Carr, CBI economic director, said that in the second half last year the survey results suggested the underlying rate of retail sales growth was steady.

While year-on-year sales increases have been relatively buoyant over the winter months, this has mainly reflected the unusually mild weather, compared with the bad conditions last year," he said.

The latest survey shows that expected sales growth returned to more modest levels in March. The balance of retailers noting an increase compared with March 1987 was +40 per cent. In January and February the balances reporting increases were +67 per cent and +46 per cent respectively.

The survey results are slightly at odds with official retail sales figures which in February showed little sign of a slowdown in the underlying growth rate. Provisional figures for March's sales will be published today.

Other economic statistics suggest buoyant retail sales growth in coming months: earnings are rising much faster than retail price rises and people are saving less of their incomes. The fall in mortgage rates is likely to increase consumers' spending still further.

The survey shows chemists the most optimistic about April sales, with stores selling household textiles, furniture and carpets also expected to do well.

Among wholesalers, March's sales volumes were higher than expected, with a balance of +58 per cent reporting an increase compared with the same month last year.

Builders' merchants and food and drink wholesalers reported the largest increases in March. Builders' merchants and wholesalers of electrical insulation material were the most optimistic about sales in April.

Sales growth among motor traders also exceeded expectations in March. The balance reporting an increase compared with the same month a year before was +44 per cent. A balance of +45 per cent expect an increase in April - the most optimistic forecast since April 1986.

Stores and banks 'face conflict on plastic cards'

BY MAGGIE URRY

A CONFLICT between shops and banks about credit cards and electronic transfer of funds at point-of-sale (EFTPOS) is predicted in a study of retail groups.

The report, Retailers and Payments, is published by Lafferty Publications and sponsored by Price Waterhouse, the accountancy firm. Interviews were held with 37 retailers in seven European countries.

Mr Ron Brown, author of the report, says merchant discounts are probably doomed. That is where banks take a percentage of the transaction value when a customer uses a credit card. In Britain the discount averages 2.5 per cent. In some other European countries the percentage is much higher.

"Retailers throughout Europe are becoming increasingly disenchanted with plastic payment cards because they doubt that the increase in sales is worth the cost," the report says.

One German store chain has stopped accepting credit cards in 20 of its stores as a protesting threat, while in a small French town stores are boycotting cards.

Retailers and Payments, Lafferty Publications, Axe & Bottle Court, 70 Newcombe Street, London SE1 1YJ. £200.

APPOINTMENTS

Procter & Gamble fills senior post

PROCTER & GAMBLE LTD has appointed Mr John O'Keefe as general manager in succession to Mr Ronald G. Pearce from May 1. Mr O'Keefe will also become managing director. He was general manager-Taiwan with P & G's Modern Home Products company. Mr Pearce leaves the UK to become division manager-Japan.

Mr Geoffrey Barnes has been appointed divisional operations director UK of the flexible packaging division of LAWSON MARDON GROUP (EUROPE). He was managing director of DRG Flexibles.

GEORGE H. SCHOLLES has appointed Mr Richard Thomson as company secretary. He was financial controller at Tiger Tin Products.

Mr Brian Stone, business development manager at Nicanco, has taken over from Mr Paul Kesch as chairman of the CAN MAKERS.

HAMMERSON PROPERTY & DEVELOPMENT CORPORATION has appointed Mr James H. Edmond to the board as group finance director. He was a director of County NatWest.

Mr David N. Robinson has been made group finance director of ADS, the parent company of ADS Office Systems Group.

At THIRTY FIVE GROUP Mr Simon Burbridge has been elected to the board with specific responsibility for sales and marketing.

Mr D.A. Green has been appointed finance director of TAYLOR WOODROW. He became a director of Taylor Woodrow Services in 1985 and chairman of the company in 1987. He is also a director of Taylor Woodrow International BV and Taylor Woodrow Investment Inc.

ECGD has made two board appointments: Mr Michael Hewitt will become director of the resource management group and Mr Gerry Breach director of the international group. Mr Hawtin will join from the Treasury on May 16 to replace Mr Fred Chapman, who is going on second-

ment to the Varsity Corporation as the treasurer (Europe). Mr Breach will replace Mr Bob Kemp who is retiring on June 17. Mr Breach's current responsibilities include country policy for the American markets and international debt.

Mr Chris Walker has become business development director at ROCKWOOD DISTRIBUTION SERVICES, part of the Rockwood Group. Mr Barry Kitchen has been made operations director.

VEESATEC ELECTRONICS has appointed Mr Bob Brown to its board as marketing director.

H YOUNG HOLDINGS has made Mr N. Foster an executive director. He joined the Young Group on the acquisition of BOC Electronics on February 27 1988.

Mr Donald McGruther has been appointed a partner at GRANT THORNTON'S Glasgow office. He will assist in the development and promotion of the firm's insolvency expertise in Edinburgh.

Mr Gordon Cud and Mr Phillip Ashworth have been appointed executive directors of LEX VEHICLE LEASING. Mr Cud is responsible for operations and Mr Ashworth finance.

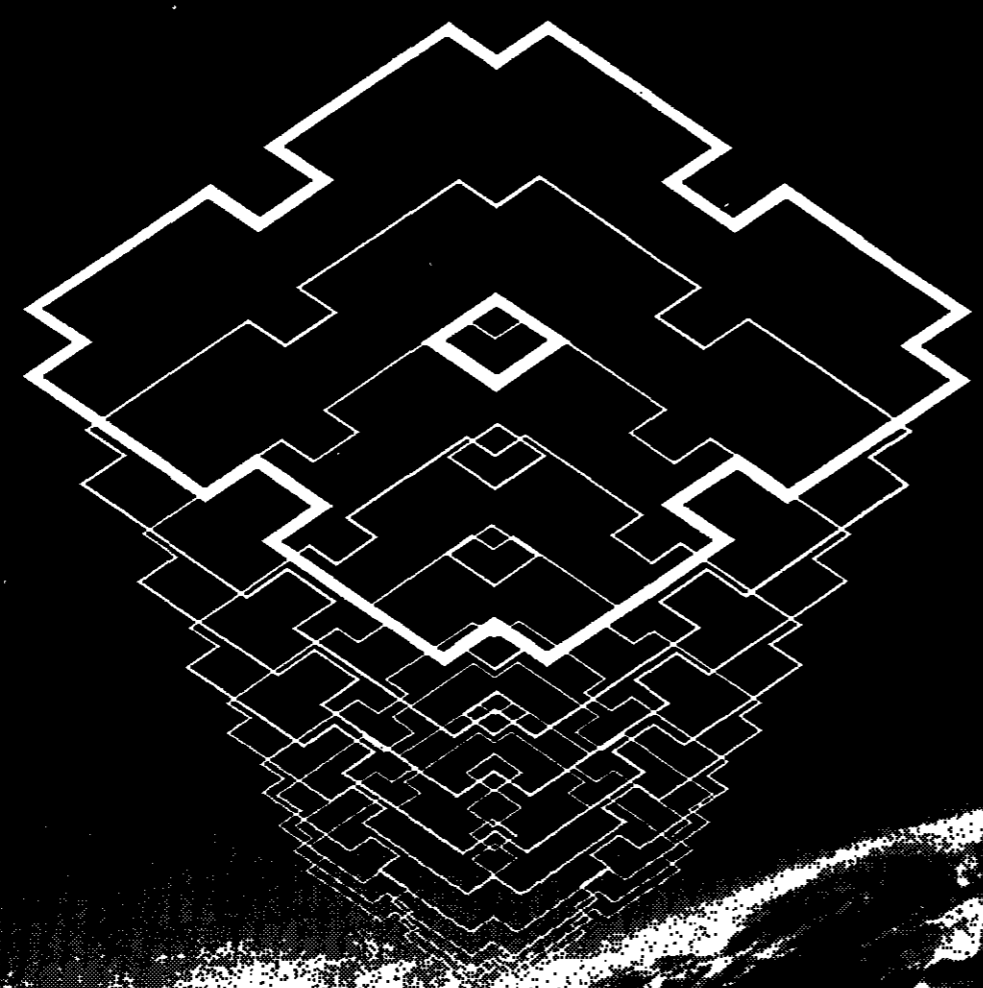
Mr Mark Rayner has become managing director of FINANCE & INVESTMENT EVENTS.

Mr Dave Jones, formerly assistant managing director of HURANS GARDEN CENTRE GROUP, has been promoted to joint managing director.

MOWLEM MANAGEMENT has appointed Mr Ian Grice as deputy managing director. WORMALD INTERNATIONAL has appointed Mr CHY Buckley as managing director of its UK operation. He joins from Wormald Engineering.

PRIME ORGANISATION has promoted Mr Howard Rowley from finance director to assistant general manager of Prime Health. Mr David Norman, direct response director, moves to group marketing director of Prime Sales.

Where the emphasis is on initiative



Sumitomo Bank is proud to celebrate its 70th anniversary in London.

SUMITOMO BANK LONDON

OVER THE YEARS
WE'VE SAID
MANY THINGS
ABOUT EUROPE.

BUT THERE'S
ALWAYS BEEN A
SINGLE THOUGHT
BEHIND THEM.

On banking in the Common Market, October 1971:

"Any Bank with international pretensions has, of necessity, endeavoured to strengthen its associations with the Common Market"

"Barclays sees all of Europe as its Home Market. It is now up to us to make certain that we, and our customers, succeed in this new, exciting, but increasingly competitive environment"

John Quinton, Chairman, Barclays Bank PLC

February 1988.

On banking in the European Community, April 1974:

"The financial institutions of the UK are expected to make a major and active contribution to the development of the financial structures in the enlarged Community"

On why it must be yes to Europe, April 1975:

"We in Barclays have no hesitation in believing that it is from within the Community that our potential can best be realized"

On the City's global market, July 1975:

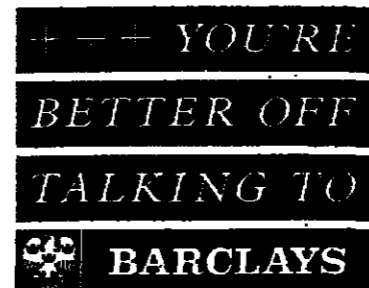
"The EEC role in building new relationships with this fast changing world is crucial"

On why we must stay in the EEC, October 1977:

"We felt we should make our position clear because we had direct operational experience in almost all the countries intimately affected"

On the opportunities in the EEC, October 1981:

"The European Community has become a major factor in British commerce, finance and industry. For Britain adaptation has been substantial and profound"



ARTS

Architecture/Colin Amery

French view of the English garden

It was in 1728 that Charles Bridgeman was appointed Master Gardener to King George II. It is generally thought that in reality he worked directly for Queen Caroline, who was an extremely enthusiastic gardener.



One of Rigaud's views of the landscape garden at Stowe

Stowe and Rousham are the two major surviving gardens where Bridgeman worked, but Kent's influence is so strong on those two gardens that Bridgeman's elements can hardly be seen independently.

Weinreb has overseen the production of this large-scale volume. The book does provide an opportunity to own a full-size copy of a rare set of engravings.

On the rotunda which was subsequently altered to a more shallow profile to match the softening of the landscape after 1725. The formality of the plan lends itself to the artist's exploitation of the long perspective view.

engravings of the world of the 18th century pleasure ground deserve to be on the table of any civilised library.

These views provide a welcome opportunity to contemplate the moment of change in landscape gardening

It is this fact that makes the publication of a fine facsimile of Rigaud's Views of Stowe Gardens a welcome opportunity to contemplate the moment of change in English landscape gardening.

There is not a comparable series of such early views of any garden in England. Part of their interest also lies in the fact that they include the temples of Gibbs and Vanbrugh.

more formal and geometric approach to landscape design towards the end of this century.

The art of the engraving was the basis of the spread of architectural ideas in the past. Only engraving survives from antiquity with its description of the Orders.

Don Juan/Royal Exchange, Manchester

Martin Hoyle

Molière's unconscious anticipation of the hair's breadth that separates the social critic from the Nietzschean superman, the fastidious from the fanatic, is handsomely played out in Manchester.

Apart from such fanciful bagatelles as an opening masque for ragged players and a roccoco greening board on human table legs, the production keeps to Molière's straightforward style with clear, uncluttered acting.

revert to my hobby horse, where do the talent scouts for the National and the RSC spend their time? The Irish accentuated peasant, the production keeps to Molière's straightforward style with clear, uncluttered acting.

Lucia di Lammermoor/Covent Garden

David Murray

For a revival credited to no producer at all, the latest Royal Opera Lucia does remarkably well. The Zeffirelli décor is in its thirteenth year, it is fading (and looking even older).



Edita Gruberova in the title role

Lucia is of course the point of the whole exercise, her colleagues deserve some approving comment. The Argentinian tenor Luis Lima is back as Edgar, in enthusiastic and genuinely stylish form.

Her delivery and timing, both musical and dramatic, are virtuoso: her Mad Scene is a tour-de-force as marvellous as her Zerlina scene in Strauss's Ariadne.

Beatrice Cenci/Elizabeth Hall

Max Loppert

With the world premiere of Beethoven's opera Beatrice Cenci, presented in concert on Saturday by Luzzato, an extraordinary and rather unappealing chapter in British operatic history has finally been brought to a satisfactory end.

post-war world of British opera it could well have added a fresh voice to those of Britten and (later) Tippett, since the experience, craftsmanship and command of such operatic matters-to-be-solved as vocal disposition, orchestral colour, rhythmic variety, pacing, and control of dramatic events shows through even in concert.

other, earlier 20th-century evocations of violent Italian Renaissance melodrama (such as Schreker's Die Gezeichneten).

But at the same time I was left wondering in a good way, about the work's possibly increased vitality on stage - a question which a festival such as Westford or St Louis could well be encouraged to answer.

The Scott Moncrieff Prize

The 1987 Scott Moncrieff Prize, for the best translation of a 20th century French work into English, has been won by New Zealander Ms Robyn Marsack.

Withold Gombrowicz was a bisexual Polish-born French-domiciled Argentinian who once, understandably exasperated, swept all labels aside with the declaration "I am nothing at all; I am going too far. I am Gombrowicz. And even that's too much. I am who I am."

Princess Ivona/Lyric Studio

Martin Hoyle

advanced towards us like expressionless dummies. This is the court, only a few degrees less grotesque than Ivona herself.

Advertisement for Financial Times Europe's Business Newspaper. Features the headline 'No 1 in the Sky' and a graphic of an airplane. Text includes: 'Of European businessmen who take 6 or more business airtrips per year, readership of the Financial Times is 47% greater than any other international English language publication.'

Arts Guide

- April 15-21
NEW YORK
Alfred Brendel (Carnegie Hall). All-Schubert piano recital. (Mon) 207 5000.
PARIS
Ensemble Instrumental a Sol Vecl (Auditorium des Halles). Crotchet, Berceuse, Scènes (Mon). (42 30 15 16).
NETHERLANDS
Amsterdam Concertgebouw. The Netherlands Philharmonic Chamber Orchestra conducted by Lev Markiz.

Saleroom/Susan Moore

All eyes on Turner

Today at 11am one of J.M.W. Turner's most highly developed Venetian watercolours goes under the hammer at Phillips. It is an atmospheric view of the Grand Canal with S. Maria della Salute set against a brooding, storm-set sky and glowing yellow sunset.



ANTHONY HARRIS in Washington

WHEN HE IS in London, the Chancellor of the Exchequer likes to see his journalistic post pretty firmly behind him. In Washington last week, though, the mask slipped just a little when he held a press conference a few hours after the US February trade figures had come out.

He was asked: how had the reported harmony of the Group of Seven held up in the face of this terrible news?

Terrible? Mr Lawson was not much impressed. Add up the last three months, he remarked, compare it with the previous three months and the trend looked quite strong. This is the kind of off-the-cuff analysis most of us have made from time to time to sober up over-enthusiastic news editors. It does not actually stand up to close analysis. Mr Lawson had possibly forgotten that the US figures are not seasonally adjusted, so there is less to this comparison than meets the eye.

Indeed, so far as the three-month moving average means anything, it says that the US trade performance has been taking a breather. Mr Lawson's analysis was nevertheless treated by his audience as a point of view that might have made on a good day. They thought he must have been misled by professional researchers to make no abstract comment.

The British delegation went home shaking its collective head over the naivety of the American

economic press, as Fortune magazine does in its current issue. This is a great deal less than fair. The American economic reporters I have met are knowledgeable and hard-working. The whole system, especially the financial markets, tends to over-react to monthly figures. The professionals in the markets employ full-time economic staff to forecast the figures and analyse them when they come out.

In the face of all this expertise, it takes a great deal of self-confidence to write that the news which has just knocked the market average by more than 100 points is actually a non-event in Britain, where everyone concerned had years of battle trading in the futures, the old Board of Trade still thought it necessary to brief the serious press for hours about each new set of figures in an attempt to prevent over-reaction. In Washington, the only help readily available is

an official comment from the Commerce Secretary, which is treated with the suspicion due to any remark by a politician.

Falling official help, the reporters tend to question the brokers' economists, who nearly always say what you would expect them to say. "There's a lot of weakness out there," they will explain after a market fall; or, if bond prices are the bad news, "There's still a lot of inflation fear out there."

Whatever the motivation may be, it is always "out there". Anyone who had not met them might suppose that brokers' economists had no opinions of their own. In fact, they are no doubt responding defensively to many questions. They will not venture a personal opinion until they have done some solid analysis. I suspect that the US business public would be much better informed if newspaper and television news editors trusted specialised

reporters to analyse the news for themselves, instead of insisting on a quotation to support every statement of opinion.

The fact that all this excitement makes stock prices more volatile than they would otherwise be probably matters little to anyone outside the market. Heavy trading makes money for the professionals, so it would be the guardians of public calm. Professional investors should know better than to respond to every little mood swing. What does matter is that over-excitement makes it difficult for business planners to take a calm long-term view; and concentration on the headline numbers prevents anyone from noticing the really interesting news buried in the detailed figures.

The jitteriness of business is shown by the fact that it seems to have taken nearly two years for the manufacturing sector,

which is booming, to respond to the opportunity offered to its investment plans by dollar depreciation. Spending on new plant is at last rising comfortably faster than the economy is growing, but this response seems to have come too late to prevent a potentially nasty hitch in the US adjustment process.

This is evident from the last US trade and inflation figures (though not from the headline numbers). What these figures show is that both imports and prices are rising abnormally fast in those industries which are already working at the limits of their existing capacity - steel, chemicals and paper.

This in turn suggests that the Federal Reserve may be facing an unwelcome dilemma. Rising prices in some important industries, as well as rising dollar commodity prices, argue quite strongly for higher interest

rates, in spite of the fact that consumer demand is still quite weak (apart from the car market) and house building, which is sensitive to interest rates, has only just begun to recover from a very nasty slump.

The Fed is much more pragmatic than it used to be in the early days of Mr Paul Volcker, and much less self-confident in its judgments. It likes to wait for research reports before taking decisions. All the same, it cannot for long ignore rising prices in key industrial commodities without risking the prestige it has won again under Mr Alan Greenspan's refreshingly explicit chairmanship. At the same time, it greatly needs political friends, more in Congress than in the White House, as long as Senator Proxmire's bill allowing the banks to spread their wings a little wider remains vulnerable to the populists on Capitol Hill. The populists love bankers about

as much as farmers or Third World debtors do.

Jitters over Fed policy will no doubt produce more days on which the New York Stock Exchange's celebrated new circuit breakers are tripped, as they were last Thursday. Equally surely we will hear sage quotations from the insiders that the fears or hopes "out there" would have led to much bigger movements had arbitrage between the futures and the stock market not been interrupted. Post hoc, propter hoc seems to be the central creed.

I am unconvinced. It seems just as likely that the fear of circuit-breakers provokes heavier buying or selling in the futures markets, as Mr Greenspan, no less, has suggested. In any case, the damage done in the past by arbitrage was associated with portfolio insurance, which was not so much computer trading as computerised stupidity - an attempt to hang on until just after the last moment, and then get out of a falling market with a whole skin. This kind of naivety is now deservedly out of fashion. It is a pity the same cannot be said of other kinds.

INTERVIEW

Growth is all important

Carla Rapoport talks to Shoichiro Toyoda, head of Japan's largest car company

SHOICHIRO TOYODA, 68, president and largest individual shareholder of Toyota Motor Corporation, is not a philosophical person. He is not inclined to reflect on issues like trade friction, the future of the motor car or his famous family. Ask him about Toyota's considerable exports to South Africa and his hand answer ducks the matter of apartheid completely.

This is not one of those profiles where the main character lounges in a chair and blows smoke rings. Mr Toyoda sits still and speaks almost without gesture.

The head of Japan's largest motor car company is a short man with the slightly bowed legs of someone who enjoys sitting on the floor. He has a kindly face but an unyielding manner. He does have dreams, but the main one is for a bigger market for Toyota cars.

Mr Toyoda is the son of the founder of Toyota Motor and grandson of the founder of Toyota Automatic Loom Works, which set up in 1926. He was the jet-setting Ford, he has always stuck to serious pursuits. He interrupted his business career only once, while still a young man, to write a doctoral thesis on fuel injection. However, he did admit recently to two regrets: never learning to dance or ski.

Despite all the criticisms of Toyota over the years - excessive exports to the West, decades of resistance to imports and a sluggish approach towards overseas plant investment - Mr Toyoda does not speak from a defensive position. He remains confident, unflappable, replying in a positive way to almost every question.

Perhaps in this attitude, which comes across as a natural disease, lies Toyota's continued corporate strength. "As you look at the world as a whole, you can see that three-quarters of the world's population has not yet enjoyed owning a vehicle. So those who are engaged in the auto business, if we work hard enough to develop attractive cars, then I'm sure that the demand for cars in the world can increase," he says.

The rest of the world sees Toyota as a Japanese giant. But from his home in Nagoya, Toyota just sees itself as third in the world league of carmakers - after General Motors and Ford. Its sales may be growing, but they are still half those of GM.

Growth remains its primary goal. For example, Toyota is designing cheap basic cars in Indonesia for the local market, a kind of Model T for the Third World. An Indonesian employee suggested that the carmaker reduce its price and boost sales by making doors optional on its best-selling exports. For safety reasons, the idea was politely declined. But the mission to build a super-cheap car for developing countries continues.

"This kind of dream may appear woolly to a foreigner, who cannot help noticing more than 100bn (55.5m) in cash rolling around Toyota's balance sheet. If Toyota wanted to create a car for Third World markets, surely it could start buying up smaller competitors and/or building more plants in developing countries? But Toyota, according to its president, intends to create its vision slowly, bit by bit. Its huge cash balances, he says, will be funnelled into research and development (which will absorb more than 10% this year), or remain in reserve for a rainy day. "We are not accustomed to the practice of acquisition. And in the first place, I don't think we are that rich anyway," he says with a laugh.

This leader-footed approach to global expansion, however, has left Toyota at a disadvantage in Europe, one of its major markets. Faced with quotas in almost every country and no production facilities for cars, Toyota has been unable to satisfy European demand. "I was in Europe recently and I saw the dealers there working very hard and trying to expand their sales. But, at present, we cannot provide them with enough vehicles to sell. So, we are not providing a full service to our dealers. We must, some way or another, find a solution to this problem, although belatedly, I must admit."

He says the company is interested in some kind of tie-up in Europe but has no definite plans.

"There are so many things which are going on in my head," he says, referring to the many proposals for action. And the solution? "It's just a feeling in my head like a cloud and it hasn't formed anything yet."

"We are taking a cautious and careful attitude too. I cannot say anything haphazardly. But I do assure you that I am concerned and I am trying to find out what can be done because the fact is we cannot provide enough

vehicles to the customers."

Toyota's commanding position in the large Japanese market, with nearly 50 per cent of all car sales, gives the company a kind of corporate arrogance when it comes to making a decision on other markets. Indeed, Mr Toyoda's dream of an over-ambitious car market serves him well when the topic of overcapacity or excessive Japanese exports crops up. All nine Japanese auto makers are building plants in North America, creating what some say will be a devastating glut of cars in two years' time.

Mr Toyoda strongly disagrees. All problems can be solved by

Europe has not been a holy grail matter for years. "In the US, we have 1,100 dealers and all of them are American. It is our obligation to let these people do their business happily."

"So what we are doing is not to have Westerners feel we are expanding them. As much as possible we are contacting our exports prudently."

As for the happiness of US dealers, it seemed only natural to ask about the Japanese dealer system. Unlike the US, where dealers often own a number of outlets selling different domestic or foreign cars, Japanese dealers traditionally sell only one brand. The idea of a Toyota dealer, say, opening a GM outlet in Japan has long remained taboo. On this point, however, Mr Toyoda came back on the offensive.

"It is difficult to see one dealer carrying Cadillac cars and Toyotas at the same time. But the same owner may be able to establish another company to do it. That is what we are now seeing in Japan and we will see this trend in Europe. We are encouraging it. We are not actually prohibiting such a trend."

In fact, Toyota executives later confirmed that only two or three Toyota dealers own separate outlets for selling foreign cars.

As BMW discovered, the best way to increase sales in Japan is to build up an independent dealership network. Most of Nissan's dealers in Europe are owned by the parent company. In Toyota's case, the dealers are independent but often borrow money from the parent company. And, as Mr Toyoda points out, Toyota does not encourage them to set up foreign car dealerships.

"It is a fact that Japan is increasing her imports of European cars and there are some who ask us to handle or market their cars for them in Japan," he says.

"But we are taking a careful and cautious approach. This is because we do not want to cause inconvenience to those dealers who are already here and selling foreign cars."

Mr Toyoda's dreams are not confined to the auto industry. He

is also absorbed in Toyota's modest attempts to diversify. His pet project is Toyota Homes, which provides pre-fabricated homes throughout Japan. Sales are booming, not surprisingly. This year, the company expects to sell 2,200 residential units and 800 office units - a 36 per cent increase over last year.

"There are so many things we are thinking about in regard to diversification. We have already been engaged in the forklift business and are now number one in small-sized forklifts. Next is the housing business. It is only domestically, in Japan. But we must admit that the living conditions of Japanese people are quite constrained and quite inferior to their Western counterparts," he says.

Colleagues say Mr Toyoda's enthusiasm for the home business is a company legend. Instead of asking for the latest car sales figures, the president quizzes employees on how many houses have been sold this month.

He is also fascinated by telecommunications and transportation businesses, which are quite similar with the auto business. "One defect associated with vehicles at the moment is that once you get into the car, you are cut off from communication media. But if the telephone can be mounted in the car, you can enhance the appeal or attractiveness of the car. So we have invested in the telecom business and we hope we can use that technology to make our cars better cars for our customers."

Although it sounds stilted in English, Mr Toyoda repeats the company slogan: "To build automobiles people everywhere will love."

But what about excessive exporting, export quotas, trade friction? Back comes the answer that perhaps best sums up the man and the company: "We always emphasise that people selling Toyota cars should be happy. We feel it is necessary to offer the lowest prices and best quality cars. We also feel it is our obligation to manufacture cars which meet the demands of the users. These efforts have resulted in the situation we are facing now," he says with no trace of apologetic or defensive.

Building Toyotas is an honour. Buying them should be a pleasure. It is not surprising that Mr Toyoda has never learnt to dance or ski.



JUSTINIAN

THE ACQUITTAL at Southwark Crown Court, in London last week, of a former stockbroker on a charge of insider dealing would, if legally correct, drive a coach and horses through a modern piece of legislation designed to control the improper use of highly confidential information. Expert legal opinion, however, does not support the ruling of Judge Gerald Butler QC.

The judge concluded that the word "obtained" in the context of section 1 of the Companies Securities (Insider Dealing) Act 1985 involved an element of positive acquisition or active effort by the recipient of the information. In this case, the accused had taken no steps to procure or acquire the information. As a representative of a consortium of business associates, he had approached a then-selling caravan manufacturing company with an offer to purchase its shares.

Interpreting insider dealing

While his bid was being discussed, the company's chairman was making an alternative arrangement for the sale of the company. An employee of one of the financial advisers involved felt morally bound to advise the accused of this arrangement and, without consulting anyone, supplied him with the information. The accused had already contemplated buying the shares. Doubtless encouraged by the confidential price-sensitive information, he immediately bought 5,000 shares in the company and sold them the following month at a profit of \$3,000.

Did it matter whether the insider came into possession of the price-sensitive information by effort or by gift? The answer lies in what Parliament intended in the language used in the 1985 statute. Section 1 of the act defines the offence as the use in personal dealings of "unpublished price-sensitive information" about a company by an individual connected with it in circumstances indicating that the information should not be used in that way.

It is not an ingredient of the offence to determine how the individual acquired the information. But the information has to be of a kind which the individual has "knowingly obtained

(directly or indirectly) from another individual who is connected with a particular company." If the recipient of the information does not realise that he is in possession of confidential price-sensitive information, he nevertheless obtains it, but without that requisite knowledge for invoking the provisions of the 1985 Act. Why then, did Judge Butler come to a contrary conclusion? Indeed, with the traditional approach to all legal laws, the judge gave the benefit of the doubt about the true construction of the legislation to the accused. But is there any doubt about what Parliament intended?

The criminal offence of insider dealing is a creature of modern statutory law. The activity prohibited by the statute offends the civilised standards of commercial morality, but it does not intrinsically attract the obloquy traditionally associated with the criminal law. The statute disavours any notion of dishonesty or deception. In this respect it is in contrast with the Theft Act's provision for an offence of obtaining pecuniary advantage by deception.

The fact is that public confidence in the integrity of the securities market calls for official reassurance. It can be as important to acknowledge officially

public perception of what constitutes unacceptable commercial behaviour as it is to prohibit the behaviour itself. The key factor is the perceived prevalence of insider dealing, in which a happy few in the securities market can strike a march on the rest of us by virtue of a privileged position as recipients of price-sensitive and confidential information. Insider dealing represents a facet of the unacceptable face of capitalism.

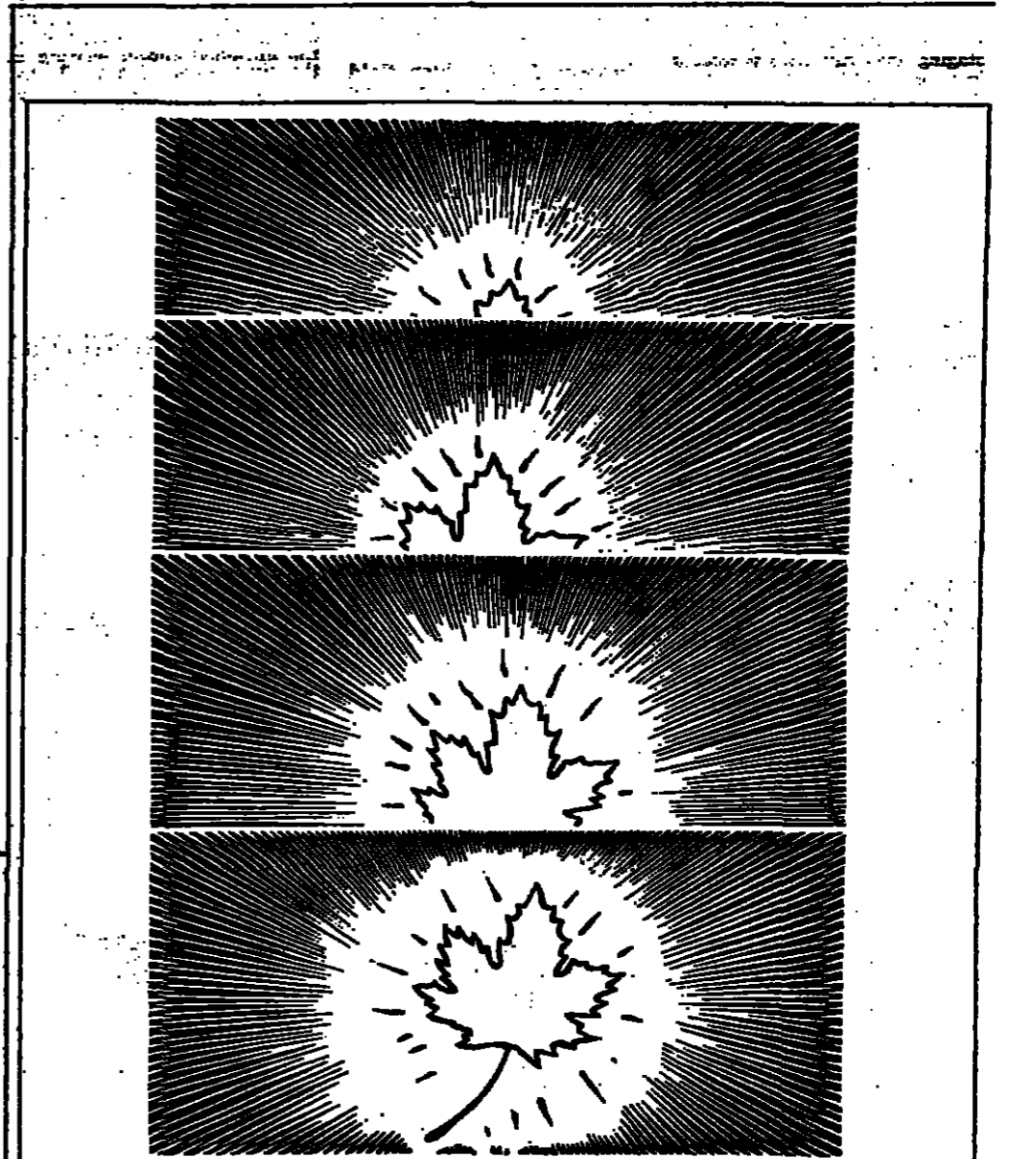
Before the 1985 Act, the common (ie non-statutory) law sought merely to discourage any person with inside information from speculating or intervening in the market, at least until full disclosure had been made. But the ambit of the law covered little more than a generalisation of the rules which the City's code of practice regulated dealings in takeover situations. No legal liability flowed from a breach of the code.

The Jenkins Committee on Company Law in 1962 recommended more than a generalisation of the rules which the City's code of practice regulated dealings in takeover situations. No legal liability flowed from a breach of the code. The Jenkins Committee on Company Law in 1962 recommended more than a generalisation of the rules which the City's code of practice regulated dealings in takeover situations. No legal liability flowed from a breach of the code.

for disclosure of all dealings by directors and their close relatives. No civil liability, let alone criminal responsibility, was considered necessary. Thoughts turned, however, to the question of establishing a civil remedy. But the difficulty of establishing and identifying loss in any particular case led the Government to turn to the criminal law to curb the activities of insider dealers, by the more satisfactory method of official and active law enforcement.

Given that background of hesitancy about the appropriateness of the criminal law as the means of prohibition, there is every reason why the courts should approach the construction of the 1985 Act in a liberal purposive manner, and not treat the offence as if it were indelibly marked out as a crime "for condign punishment."

What the law is essentially concerned with is what the insider does with the information, knowing that it is price-sensitive and confidential. Only a strict constructionist could feel that the use of the word "obtained" in connection with the receipt of the information was in the slightest way ambiguous, in circumstances where ambiguity must favour the individual in the dock.



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A BREATH OF FRESH AIR AIR CANADA

A Modest Proposal for Ending the Bear Market

By David Hale

IT IS TIME for the Reagan Administration to consider a territorial solution to America's problems of budget deficits, stock market volatility and growing public alarm about a foreign takeover of the US economy.

In the Middle Ages, it was not uncommon for financially distressed princes to swap parcels of their kingdoms for cash. In the 18th and 19th centuries, many American Indian chiefs tried to keep their tribes in "firewater" by selling land rights to English settlers pushing westwards.

Now the US has reached a historical watershed in which real estate could again become an instrument of economic diplomacy. Ronald Reagan should attempt to secure a place in history as the first President to deliver a three-term consumption boom by auctioning off a chunk of American territory large enough to finance another trillion (million million) dollars of budget deficits and trade deficits.

With the dollar in unrelenting decline, Wall Street could probably finance the trade deficit by selling hundreds of US companies to foreign bargain hunters, but the American people are reluctant to entrust such an important national responsibility to investment bankers.

into de facto Republican political action committees: carries risks. There is growing criticism in the Japanese and Taiwanese parliaments of the high cost of supporting the American dollar. While no one is yet calling George Bush the Manchurian candidate of 1988, the media could label him thus by arguing that Asian central banks have been propping up the US economy with large doses of financial valium to prevent the election of a Democratic candidate preaching economic nationalism.

As such accusations could compel the Federal Election Commission to restrict the size of future central bank contributions to the Republican cause, it is essential that the Manchurian obtain permanent financing for the country's external deficits by negotiating a real estate deal with Japan large enough to make even Mr Donald Trump envious.

What real estate should the White House sell? The American people would never permit a foreign creditor to take possession of territory on the North American mainland, so Mr Reagan will probably have to sell the Japanese an island. As Mr Bush will need a lot of cash to honour his pledge never to raise taxes, only two islands could bring a price high enough to make it credible - Hawaii or Manhattan. If offered a choice, the Japanese would dearly love to buy Hawaii. It would be in the national interest, however, to sell the White House to offer them Manhattan because it would be worth far more to the US economy under Japanese control than under its current management.

First, the price would be high. Hawaii's gross state product is \$1.8bn compared to a gross island product of more than \$3bn for Manhattan. On an American price/earnings ratio of 10, Hawaii would fetch a price of \$18bn or 12 months of trade deficits, while Manhattan would fetch \$300m.

Second, and more important, the sale of Manhattan would bring the New York Stock Exchange under the official protection of the Japanese Ministry of Finance. As was vividly demonstrated during last October's global stock market crash, Japanese bureaucrats are far more competent at managing a stock market than their American counterparts.

American regulators think they have done a good day's work if the New York market functions efficiently and honestly. But Japanese bureaucrats also want investors to make money. They pursue a mixture of policies blending Confucianism and capitalism designed to keep Tokyo share prices in a perpetual bull market. Capital gains are tax free for retail investors. Short selling is illegal. The supply of new stock is restricted. Four brokers control 90 per cent of Tokyo's trading volume. Two thirds of all Japanese equity is tied up in corporate cross shareholdings. And, if institutions have unexpected trading losses, the government is flexible about its accounting rules to permit them to hide the bad news.

As the ridiculous over-valuation of Nippon Telephone and Telegraph shares testifies, Japan's co-operative system of stock exchanges is a self-fulfilling parody of Western rational expectations theory. Investors bid up the shares of politically favoured sectors because they believe other investors will purchase them in expectation of the Government using the national arsenal to ensure they go up.

How would a Japanese takeover bid affect Manhattan's way of life? As part of Greater Nippon, Manhattan's food supplies

would come under the control of the Japanese Ministry of Agriculture. If they chose to run it the same way they manage Japan, the island would have to become self-sufficient in the production of beef, rice and oranges. As with Tokyo itself, a large chunk of Manhattan would have to be reserved for agricultural use causing apartments to shrink in size and sky-rocket in price.

Many Wall Streeters would also object to the creation of a financial system emphasizing teamwork and the revival of traditional companies in place of one concept of "one nation, two economic systems," so the US and Japan could break new ground in economic co-operation by promoting the concept of "two nations, one stock market."

In 1989, the American people will have to make historic choice between fiscal austerity and selling another trillion dollars of national assets to foreign bargain hunters. As in most economic controversies, price could make an important difference to the outcome. It is time to get America out of the bargain basement, restore the people's faith in deficit finance and eliminate populist fears of foreign bogymen by raising the flag of the world's greatest creditor power over the New York stock market.

The author is chief economist at Kemper Financial Services in Chicago.



worst effects and anomalies of the system, though that would be a significant improvement.

But if, as your editorial accepts, targeting is inevitable, the only questions are how generous the benefits should be and how soon withdrawal rates should be reduced. The Government is too interested in cutting costs. The real objection to the latest reforms is not that they are targeted but that not enough money is being spent on them.

These two theoretical reasons why the New York stock market could not recover without turning Wall Street over to Japanese bureaucrats. But it would be difficult, because the American economic

Roderick Oram profiles the man called in to rescue First Republic Bank of Dallas

Casey leads the cavalry charge



IT IS HARD to tell that Albert Casey has only been a Texan for the past 10 or so of his 68 years. Like many immigrants to the Lone Star state, he has just as much of the effusive good of 'boy style' as the native born.

He has taken on the job of steering First Republic Bank of Dallas through what could be the biggest bank rescue in US history.

Moments after the bank forecast a first quarter loss of \$1.5m, a US record for domestic bank operations, he bounced up to the podium at First Republic's headquarters to introduce himself to a local press contingent stunned by the huge scale of the state's real estate losses.

The first quarter loss has been caused by a \$1.5m addition to reserves, almost all for bad real estate loans. While economic trends are showing some improvement, no one knows the true value of financial institutions' huge portfolios of foreclosed properties. First Republic has at least built in a wide margin for error with a provision three times larger than analysts had expected.

These uncertainties were not in evidence at the press conference. Sounding as though he had not a care in the world, Mr Casey told the press: "For goodness sake, get a few smiles going. I never saw such a gloomy group. This is all part of the process of one nation, two economic systems," so the US and Japan could break new ground in economic co-operation by promoting the concept of "two nations, one stock market."

In 1989, the American people will have to make historic choice between fiscal austerity and selling another trillion dollars of national assets to foreign bargain hunters. As in most economic controversies, price could make an important difference to the outcome. It is time to get America out of the bargain basement, restore the people's faith in deficit finance and eliminate populist fears of foreign bogymen by raising the flag of the world's greatest creditor power over the New York stock market.

The author is chief economist at Kemper Financial Services in Chicago.

"Oh, I would say none particularly." This may have been over modest as he was a director of Republic Bank from 1979 to 1981. His selection has, however, an encouraging precedent in John Swearingen who took over Continental Illinois during its federal bail-out in 1984. A forceful personality and stature as the retired chairman of a leading local company, Standard Oil of Indiana, were the main qualifications for reviving the Chicago bank.

When Mr Casey moved his company, American Airlines, to Dallas from New York in 1978, he was quickly embraced by the local business elite. In the seven years before his retirement, American expanded rapidly, creating tens of thousands of jobs and helping to make a success of Dallas-Fort Worth airport.

American adapted more successfully than any other big airline to deregulation. It was a far cry from the company he had joined as chief executive in 1974. Reeling from losses, American's morale had been shattered by a bribery scandal involving its previous management.

A hard-driving, avid poker player who has suffered four heart attacks, Mr Casey is considered a "people" man who brilliantly motivates his employees. Boston born and Harvard educated, he worked in railway and newspaper companies before joining American Airlines. After his 1985 retirement he served as an interim US Postmaster General. His government service was spoiled, however, by questions over postal sorting equipment to a company in the Dallas area.

Mr Casey will be well supported in his new endeavour by some old Dallas friends, who are joining him on the executive committee of First Republic's board, another move orchestrated by Mr Clarke.

They include James Chambers, chairman of the Dallas Times Herald, Robert Crandall, chairman of AME, parent of American Airlines, and Mr Mark Shepherd, retired chairman of Texas Instruments.

There is not a banker among them, but Mr Clarke, a real Texan who knows about running banks, will be only a phone call away.

The case for the Crown

From Sir Charles Villiers
Sir, John Lloyd's article (London, April 14) contains some good history, but some faulty current analysis. Prince Charles is not "seen as the Heir Apparent" because the Prime Minister has said so. Nor is Prince Charles on a "royal version of a Youth Training Scheme"; he is far beyond that.

For the past ten years he has been visiting, among many other of his interests, managed work shops, taxi cabs and enterprise agencies in the areas of high unemployment and deprivation. To start with he was learning, now he is encouraging and steering natural energy, enterprise and action to benefit people, above all young people, who are disadvantaged or unemployed.

One day he must expect to be King; not, I am sure, like the young Richard II (I will be your leader), nor like any other British sovereign. He will not then have the time for his present exhausting schedule.

At what precise level he will reconcile his "efficient" with his "dignified" function is unforeseeable. It would, however, be totally misreading his character to assume that he would abandon his present interests and mount what John Lloyd calls a "pomp and frippery" in the envy of the idle rich. More likely he will continue to stir and stimulate the intelligence of us all.

Charles Villiers, 65 Exton Square, London SW1

Not an uplifting experience

From Mr R. J. B. Rossborough
Sir, Your interesting article on Gatwick and Victoria (Survey, March 24) brings to mind two baffling obstacles on this journey.

At Gatwick, why are we obliged to hand over our luggage to porters for the one-minute trip down the short escalator to the train?

The expensive new lift could take travellers to the station platform, as it Geneva, but it stands idle. Why was it built?

At Victoria, why are taxis no longer allowed to pull up to the station pavement where trolleys can be taken to them, as they were for years?

Most people's luggage cannot easily be carried by hand across the traffic to the island, where half the taxis arrive on the wrong side anyway. These annoyances do not make a favourable impression on arriving travellers.

R. J. B. Rossborough, 25 Avenue Krieg, 1208 Geneva, Switzerland

Letters to the Editor

A safe haven for nuclear waste?

From Mr Norman Worley
Sir, The plans for decommissioning nuclear power stations after their useful generating life is over remain uncertain with the proposed privatisation of the electricity industry. However, over the next 10-15 years, most of the "Magnox" reactors will no longer be generating power.

The pressure systems of these reactors seem to have considerable advantages as possible repositories of medium- and perhaps, highly active waste. Shielding and containment have been proved to be effective over many years of safe operation and these reactors have full facilities for installing and, if necessary, removing waste contained in sealed vessels using shielded machines.

They also have facilities for filling the pressure system with an inert gas (for example, nitrogen) which could, ideally, be at lower pressure than atmospheric, reducing radiation levels, both in the plant and its surroundings.

Often, the plants also have "pools", at present employed for storage of irradiated fuel. These could, again, be used for storing medium activity waste safely.

Whether these reactor plants are adequate in capacity for such a purpose is not clear but they do appear to present potentially acceptable storage facilities.

Norman Worley, Deputy Chairman, Wind Energy, Sway Hill House, London WC2

The pitfalls of targeting

From Mr Josephine Hayes
Sir, Your editorial ("The pitfalls of targeting" April 13) was a perceptive discussion of the drawbacks of targeting social security benefits.

However, it understated the unavoidable conclusion that no realistic alternative exists because adequate universal benefits cannot be funded. It also exaggerated the problem of means-testing (more neutrally called income-relation) of benefits.

The editorial failed to identify the main point of integrating the tax and benefits systems, which is to render take-up of benefits automatic so that such terms as "stigma" and "prying" are no

more apposite to the process of assessment for benefits than they are to that of assessment for tax. For there is no rational distinction between the two parts of the process by which government takes from the better-off so as to give to the poor.

It was primarily for this reason - not as a purported solution to the disincentive effect of withdrawing benefits as income rises - that the former SDP-Liberal Alliance working party on taxation and benefits, of which I was secretary, favoured integration.

Nothing can eliminate the disincentive effect of withdrawing benefits as income rises. The most that integration can do is make it easier to eliminate the

VAT clawback has its drawbacks for non-residents

From Mr C. Rozzshens
Sir, I am writing to complain about the very inadequate organisation and management of the "Retail Export Scheme", whereby those not resident in the UK may claim back VAT on purchases made in the UK.

Once a year I visit the UK and may spend several thousand pounds on shopping, but I have yet to get the full amount of VAT which I claim and to which I am entitled. First, very few shops give a copy of the claim form or any way to trace the claim; many "get lost" in the post - though I wonder if the funds are not getting diverted somewhere en route.

Second, when one has a lot of purchases and Heathrow is crowded, the customs officers often refuse to look at all the purchases and therefore will not stamp the forms. In Japan, for example, it costs the equivalent of £38 for each form to be certified, which is the equivalent of over £200 of purchases per form just to break even.

On top of all that there is the shop's "administration charge", an arbitrary sum ranging from nothing to £10. Lastly, there is a three month time period in which to make a claim. Often the forms get sent to and fro thanks to some clerical error and the time limit is passed.

This little bureaucratic exercise should be changed; it is time and money consuming and an insult to those who patronise British stores. It is also not in the spirit in which the Retail Export Scheme was conceived. Customs and Excise should study the way it is done in other countries, for example, in Finland, where the visitor receives the cash at the airport. After spending a lot of money on good quality and good value shopping, it is a shame that this experience always leaves a bitter taste.

Chris Earnshaw, 2-27-8 Mount Szentos, Ota-Ku, Tokyo 145

More and more plastic is being used in cars these days. But plastic rubbing against plastic gives the same squeaking sound that mice produce. To solve this problem, silicone oil was added to the plastics. But that had an unfortunate side-effect. It meant that you couldn't achieve deep, bright colours. The oil came to the surface and

caused a dull mat layer. At DSM, one of Europe's largest chemical companies, we found the ideal solution. Our researchers developed a special plastic which met all the requirements. It can be given any colour - exactly. It is impact-resistant, retains its colour, has an extremely long life, and can stand up to heat. Welding, painting, and gluing offer

no problems. And that irritating squeak - for that's what it was all about - simply doesn't occur. So, although you will find more and more plastic in your car, you will now also find more peace. DSM



SECTION II - COMPANIES AND MARKETS

FINANCIAL TIMES

Monday April 18 1988



INTERNATIONAL BONDS

Eurodollar prospects clouded by US trade figures

LAST THURSDAY'S US trade statistics, which confounded predictions and triggered another period of distress for the dollar and US Treasury bonds, have inevitably called into question - yet again - the prospects for the Eurodollar bond market.

Investors agonised over whether to dump or hold dollar-denominated securities as the currency retreated to its lowest levels since January, forcing central banks into action in a substantial support operation.

The nerves in the sector early last week, ahead of the Washington Group of Seven meeting and the trade figures, made Bankers Trust's \$350m deal for the European Community look plucky, to say the least.

Market conditions were markedly different from the calm, even bullish climate into which Merrill Lynch launched a \$350m deal for Sweden in January.

However, while the Sweden deal had a 10-year maturity, last week's EC issue has a mere 2 1/2-year life. This was cited by syndicate managers as the key to its

success against the odds.

Investor behaviour has been erratic since the crash, yet one trend clearly discernible has been a retreat to the shorter end of the yield curve for defensive aims.

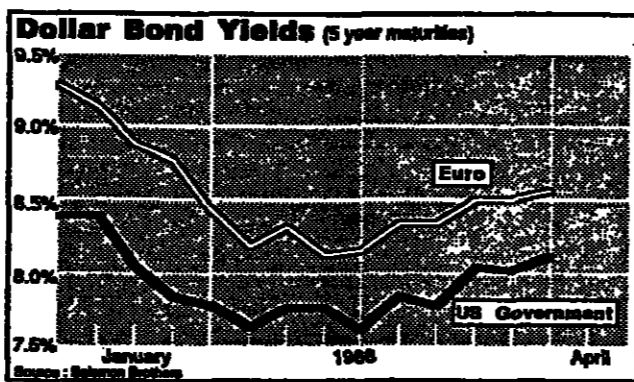
This is clear from the US Treasury market, where there has been acute volatility at the longer end.

The half-wether long bond shed more than a full point on Thursday's trade news before finding support, and fluctuated widely again on Friday.

The pattern is also apparent in the Eurodollar market, which has shown surprising resilience lately in the light of the Treasury market's woes.

But this apparent robustness is due more to technical factors than to fundamentals, dealers warn. Since the crash, inventories of dollar securities have remained extremely low.

With new paper scarce, dealers are loath to carry short positions in Eurodollars. "If you short Eurodollars, believe me, you will never get them back," said one trader. This helped the EC deal.



The triple-A name of the borrower also ensured extremely good demand from European central banks, which always have room in their portfolios for sovereign issues.

The deal was trading at a discount of 1 late on Friday, still within its total 1 1/2% fees.

So the message for syndicate managers contemplating a fixed-rate Eurodollar bond launch appears to be: make it short.

Whether any new issue teams will feel brave enough to contemplate doing so this week is a moot point.

Until the foreign exchange markets recover from their latest turn and investors believe some kind of credible trading floor for the dollar has been established, the sector seems likely to languish.

Dealers said many investors decided last week that the time

was ripe to move into the higher-coupled currencies.

Just before Easter, it was the Canadian dollar sector which lured most disaffected US dollar investors.

However, the sector is also the first to suffer from weak US dollar fallout and prices eased last week, following a fall in Canadian government bonds.

Growing confidence in Australia's economy and currency, however, enabled the Eurobond market in that currency to shrug off any negative impact from other dollar sectors.

A total of \$550m was issued last week in eight new deals, three launched within minutes of each other on Friday.

Sector specialists forecast a return to the limelight for Australian dollars, which were the vogue among Continental retail investors last year.

An attractive series of swap windows prompted most of the deals, with borrowers achieving rates between 30 to 35 points below London interbank offered rate on five-year deals.

The rush of issues has meant an inevitable tightening of swap spreads, although syndicate managers said that top quality borrowers could probably still get similar rates.

Westpac's deal for Société Générale and BNP Capital Markets' issue for its parent were both going well late on Friday, trading at discounts of 1% and 1.50% respectively, within their 2 per cent fees.

The favoured issue, however, was Deutsche Bank Capital Markets' deal for Unilever, which was trading at a discount of 1, easily within its 2 per cent fees.

Toronto Dominion last week added both Australian and New Zealand dollars to the list of currencies in which it has borrowed recently.

The NZ dollar issue met an enthusiastic response and could trigger a few more this week. However, the sector is small and even a couple of more issues could cause a logjam.

Dominique Jackson

W Germany to list companies outside insider trading rules

BY HAIG SIMONIAN IN FRANKFURT

WEST GERMAN companies which have not accepted agreed insider trading rules will be singled out in the daily official record of the country's eight stock exchanges from the beginning of next month.

At present, only those companies which have recognised insider trading recommendations drawn up in the 1970s are picked out in the market authorities' daily reports.

Over 90 per cent of leading German public companies have now accepted the rules, according to the Federation of German Stock Exchanges.

The new listing arrangement, which reflects the increasing attention now being paid to insider trading in Germany, will specifically draw attention to groups which have failed to take action.

According to the Federation, all German publicly quoted companies should now accept the voluntary insider regulations.

However, its enthusiasm stems from more than just a desire for greater investor protection. Insider trading is not legally forbidden in Germany, and German financial markets, like some others in the European Community, have come increasingly under fire for their lack of a legally based ban and of a statutory supervisory authority for securities.

Recent plans by the EC Commission in Brussels to harmonise insider trading rules have been widely criticised in Germany.

Only if German companies fully back the voluntary insider trading rules will it be possible to avoid a legally based regime, says the Federation.

EUROCREDITS

Changing perceptions and Hungary's new loan

HUNGARY'S STANDING has fallen in the eyes of international bankers over the last 18 months, but a new \$200m loan which goes into syndication today should provide generous enough terms to ensure a reasonable reception.

The loan for the National Bank of Hungary will mature in eight years, with repayments of principal starting after a five-year grace period.

The margin over London interbank offered rate will be 1/2 per cent for the first five years and 3/4 per cent thereafter.

A seven-bank group, led by Deutsche Bank Luxembourg as general co-ordinator, has underwritten the transaction.

The other banks include Arab Banking Corporation, Bank of Tokyo International, Creditanstalt-Bankverein, Dai-ichi Kan-

gyo Bank, First Chicago and IBJ International.

The terms reflect both a deterioration in the perception of Hungary since it last came to the market and a more general reassessment of bankers' views about the value of lending to sovereign borrowers.

In contrast to lending to corporate borrowers, there is little spin-off in the way of other business.

The last time the Hungarians came to the syndicated loans market, in May last year, they won a 1/2 per cent margin over eight years. In February 1987, they had even achieved a 1/4 per cent margin.

This year, Hungary had apparently resisted the inclusion of the 1/2 per cent element in the loan, but its bankers clearly prevailed. Hungary has been a heavy bor-

rower - its gross hard currency debt is close to \$15bn - and most banks do not have much room within their credit limits for additional loans to the country.

This is recognised in the way the credit is being syndicated. Lead managers are being sought at a \$10m level for fees of 30 basis points, and fees for banks lending less than \$1m are at the basis point level.

Indeed, some bankers were holding out the possibility that the loan might be increased. The decision to pay more for a successful syndication suggests that the Hungarians were persuaded that the tactic should improve prospects for them when they return to the market, possibly later this year.

The country needs \$2.5bn in Western loans in 1988, of which

Category	Jan	Feb	Mar	Apr
Primary Market				
US\$	1,259.0	1,155.0	1,010.0	840.0
DM	965.9	890.0	800.0	596.0
Other	4,012.5	3,997.7	4,183.0	3,911.0
Total	6,237.4	6,042.7	6,093.0	5,347.0
Secondary Market				
US\$	11,725.4	12,280.0	10,944.7	9,210.4
DM	11,780.3	12,505.1	10,772.8	9,054.8
Other	15,928.4	16,172.3	14,280.3	14,973.9
Total	44,434.1	40,957.4	35,997.8	33,239.1
Net	14,867.9	7,917.9	4,766.1	14,575.6
Total	59,302.0	48,874.8	40,764.6	46,818.7
Net	15,919.8	22,445.0	39,594.4	39,594.4
Total	75,221.8	71,319.8	80,359.0	86,413.1

Week to April 14, 1988. Source: AIBD

Obchodni Banca carried a margin of 1/4 per cent.

As expected, this was clearly too tight for most of the usual lenders in the international loans market.

Besides First Chicago, which arranged the deal, the group comprises Banque Nationale de Paris, Zentralsparkasse of Austria, and three Soviet banks - Moscow Narodny, the International Bank for Economic Co-operation and the International Investment Bank.

In the corporate sector, S.G. Warburg is arranging a \$200m multi-option facility for APT, a British manufacturer of food processing machinery.

The \$150m committed portion carries a facility fee of 8% basis points, a margin of 15 basis points, and utilisation fees of 2%

basis points if drawn more than 35 per cent, and 5 basis points if drawn more than 71 per cent.

Terms for a \$100m three-year revolving credit for Wyse Technology, the San Francisco computer products maker, are said to include a 30 basis points commitment fee and a margin of 1/2 per cent. It was one of four deals launched last week by Credit Suisse First Boston.

Elsewhere, Rantarakki, the Finnish steel maker, is said to be raising \$100m-150m over seven years, while Air India is assessing bids for a \$150m, 10-year facility carrying a state guarantee.

The \$150m financing for Reuters, arranged by Warburg, is likely to be increased to \$200m.

Stephen Fidler

Ciba-Geigy reviews share registration

BY JOHN WICKS IN ZURICH

THE BOARD of Ciba-Geigy, the Swiss chemical and pharmaceutical group, wants to tighten its statutory restrictions on the registration of registered shares.

This is the latest in a series of similar moves by Swiss companies to protect themselves against unfriendly takeovers.

The board of the Basle parent will propose to shareholders at the May 4 annual meeting that no single natural or legal person should be able to hold more than 2 per cent of total registered share capital. This maximum had previously been set at 5 per cent.

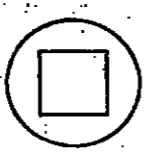
At the same time, the company would be able to rescind entries in the share register in cases where the shares had been

"obtained under false pretences."

This is intended to hinder the use of nominees to purchase registered shares.

Registered shares can be bought only by Swiss beneficiaries. These would be specified in the amendments now being proposed to the articles of association as "natural persons with Swiss citizenship and legal persons with headquarters in Switzerland and controlled by Swiss citizens."

The share capital of Ciba-Geigy is made up of some 3.51m registered shares, 750,000 bearer shares and 11m participation certificates, all of SFr100 nominal value.



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SHEARSON LEHMAN BROTHERS INTERNATIONAL	S. G. WARBURG SECURITIES

15th March, 1988 All of these securities have been sold. This announcement appears as a matter of record only.

March 1988
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INTERNATIONAL CAPITAL MARKETS

UK GILTS

Dealers deprived of reliable data

LAST WEEK promised to be the first opportunity since the Budget for the gilt-edged securities market to assess the course of the economy. Yet from the market's point of view, the faces conspired once again to deprive it of any reliable economic data on which to trade.

Gilts with maturities of about 15 years ended the week trading the top end of their trading range, on a price basis, after a week of some buying.

The end-week firmness of sterling had some commentators speculating about another cut in base rates, but this has to be seen as unlikely, given that this Thursday's money supply figures seem certain to show both M0 well outside its approved range and a further strong growth in lending.

The spread between gilts and US Treasuries narrowed considerably, though not because UK interest rates moved down but because of a deterioration in the bond market has pushed up long-term US rates to levels prevailing in London - a rather sorry indictment of the UK, given the state of the British economy and policy compared with that in the US.

Friday's industrial production numbers, which the market took to be grossly distorted, were therefore largely ignored. A fall of more than 3 per cent in manufacturing output during February was seen as far too great to be believable.

The production series is notoriously erratic. Contained in Friday's figures was a revision to the manufacturing index for January. Initially, the Central Statistical Office has said the index rose 0.5 index points in January, the revision increased that estimate by 0.4 index points. When a revision is greater than the initial estimate, what value the figure in the first place?

That said, the CSO lowered its estimate of the underlying rate of growth of manufacturing from 6 1/2 per cent to 5 1/2 per cent. Any distortions it could think of to explain the fall in output - a seasonal adjustment, the Ford strike - were not enough to explain it fully.

Given the uncertainty surrounding the credibility of the industrial production figures, the numbers for productivity and unit labour cost were rendered virtually meaningless. A drop

of doubt also surrounded the numbers for average earnings. The annual growth in earnings in manufacturing for February fell from 8 1/2 to 8 1/4, confounding market pundits who had thought the rate would, at best, stay unchanged or, at worst, rise.

The effect of the Ford strike and other strikes in the motor industry, a slightly lower level of overtime worked, and a decline in the level of back-dated pay paid during the month appear to be key factors behind the fall.

Other significant statistics for the real economy were unemployment and vacancies. In March, seasonally-adjusted unemployment contracted by 27,800 to 2.5m. Vacancies, although 15 per cent higher than a year ago, also fell for the fourth consecutive month.

The average fall in unemployment in the past six months has been of the order of 44,600 and this, taken with the apparent trend in vacancies, suggests an easing of pressures in the labour market.

So what does all of the above amount to? A cautious assessment would have to admit that there seems to have been a slowdown in manufacturing production and that this appears to be reflected in a slowing in the rate of take-up of the unemployed into employment.

The critical question, however, is whether a reduction in activity is occurring because of a generalised reduction in the rate of growth in domestic demand, or because UK industry is losing competitiveness.

Today's retail sales figures should provide an indication of the state of demand, while Thursday's money supply data should provide an indication of the strength of borrowing and, given that M0 is a coincident indicator of activity, a reading of the profile of nominal growth as well.

These statistics are expected to confirm buoyant consumer demand, another large rise in lending and the Treasury's key monetary indicator, M0, running above target.

This does not appear the best environment in which to cut interest rates, notwithstanding sterling's strength; nor does it seem cause for altering the current strategy of buying at the bottom of the trading range and selling at the top.

Simon Holberton

US MONEY AND CREDIT

Bonds buckle under array of problems

THE ONLY positive influence on the US bond market last week was the vulnerability of the stock market: small comfort indeed.

Bond prices had held up remarkably well in the early part of last week, in spite of stronger than expected retail sales in March and a spurt in crude oil prices on news that the Organisation of Petroleum Exporting Countries is planning to discuss with non-Opec oil producers ways to boost prices.

One reason for the market's apparent resilience was the usual desire not to pre-empt any news emerging from a meeting of the Group of Seven leading industrial nations. More important, however, was the feeling that good trade figures last Thursday would lay to rest the latest bout of dollar vulnerability.

In the event, the G7 communiqué published last Wednesday afternoon amounted to a restatement of previous commitments to currency stability although, by some accounts, a more eager public relations effort seemed to have been put on to convince the press and the markets that the mood was highly optimistic.

By Thursday night, in the wake of a surprisingly bad set of US trade figures - of which the G7 central bankers and finance ministers seemed not to have been aware the day before - emergency talks were being held

to formulate a strategy to stabilise world financial markets.

The fall in bond prices on Thursday was limited by the plunge of more than 100 points in the Dow Jones Industrial Average. Central bank intervention to support the dollar helped to a limited extent.

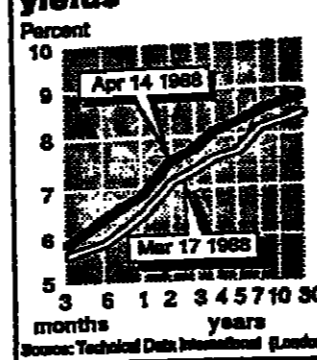
However, as the equity market rebounded last Friday and the dollar remained weak - in spite of the well-publicised and aggressive intervention by G7 central banks - bonds were hit again by news of a 0.5 per cent jump in producer prices in March. The yield on the Treasury's key 30-year 8.875 per cent bond jumped to within a whisker of 9 per cent, its highest level since the middle of January.

The array of problems faced by the bond market look remarkably similar to those which finally cracked the confidence of the stock market last October: persistent large monthly trade deficits, a falling dollar, worrisome inflation and rising interest rates.

Credit market economists at Smith Barney say only two things might help the bond market at the moment.

One would be a significant fall in commodity prices in response to fears of a substantial tightening in monetary policy by the Federal Reserve. Yet there are some formidable obstacles in the

US Treasury yields



Source: Technical Data International (London)

way of any substantial Fed tightening: one, at least short-term, barrier is last week's evidence of chronic vulnerability in the stock market.

The second factor which could help the market is the US presidential election, making it politically very difficult to force interest rates higher. The next meeting of the Federal Open Market Committee is on May 17.

Yet paradoxically, perhaps only a sharp stock market fall could save the bond market in the longer term.

The story told by last week's trade figures is a worrying one because it suggests the propensity of the US to suck in imports is now partially a structural one which cannot be addressed simply by further (inflationary) declines in the dollar.

Basically, with some pockets of manufacturing industry rearing up against capacity constraints and with domestic demand still strong, imports are boosted in two ways.

First, if American industry cannot satisfy US demand for goods, that demand will have to met from abroad. Secondly, it looks as if imports are going to be swelled significantly as manufacturing industry imports capital equipment in an attempt to expand capacity. This takes time.

International policy co-ordination still faces the perennial problem of trying to keep the dollar stable through intervention alone - given the reluctance of G7 countries besides the US to ease monetary policy because of inflation fears - until global trade imbalances improve.

This has never proved an easy task and the prospect, yet again, of central banks trying to back the market through intervention is unsettling for both stocks and bonds.

The bond market will be watching the Fed closely over the next few weeks. With renewed evidence of inflation and continuing strong economic growth, will the Fed tighten further, risking a crisis of confidence on the equity market?

Or will it be forced to give in to a sliding dollar and so possibly exacerbate those inflationary fears?

A number of key economic statistics are due to be published this week. With them are the consensus forecasts from economists polled by Money Market Services of Redwood City, California.

Capacity utilisation in manufacturing industry (Monday) is expected to have been little changed or slightly lower than February's rate of 82.5 per cent. The median forecast is for a rate of 82.4 per cent with a wide range of forecasts from 81.1 per cent to 82.8 per cent.

Household starts for March (Tuesday) are expected to have been about 1.52m units, only a little higher than February's preliminary 1.48m.

Consumer Price Index for March (Wednesday) is expected to have risen by 0.4 per cent after gaining 0.3 per cent in February. Around this consensus forecast is a range of 0.3 per cent to 0.5 per cent.

Disposable goods orders (Friday) are expected to have risen by 1.5 per cent in March, according to the consensus. Forecasts range widely from zero growth to 3 per cent growth. Orders are expected to have been boosted last month by several large orders placed for civilian aircraft.

Janet Bush

Legal hitch for Finnish options

FINLAND'S NEW options exchange (SOM) has run into unexpected legal problems which have prevented it from beginning operations today as planned.

The SOM's initial product, the FOX weighted "basket" of options on 25 leading Finnish shares, has fallen foul of a law that forbids prices and wages from being linked to indices. Following an adverse ruling by a Justice Ministry panel, the SOM decided to postpone the start of operations indefinitely.

Meanwhile, the Finnish Government last Friday drafted a rapid amendment to the law in order to allow index-linked options, which is expected to pass through parliament in two weeks. The SOM said over the weekend that it would "continue to practise operations" until the amendment is passed.

The law forbidding linkage dates back to the period of high inflation in the 1960s, when wages were routinely linked to cost of living indices. The SOM had interpreted this as not applying to its FOX basket options, because other similar products, including currency baskets, are allowed. According to the board, index-linked futures are illegal and void if settlement is in cash.

Olli Virtanen

US MONEY MARKET RATES (%)

Table with 5 columns: Rate, 1 week, 4 wks, 12-month, 12-month Low. Rows include Fed Funds (weekly average), Three-month Treasury bill, Six-month Treasury bill, etc.

US BOND PRICES AND YIELDS (%)

Table with 5 columns: Bond Name, Price, Change, Yield, 1 week, 4 wks. Rows include 30-year Treasury, 20-year Treasury, 10-year Treasury, etc.

NIKKEI TOKYO BOND INDEX

Table with 5 columns: Index Name, Average, Last, 12 wks, 24 wks. Rows include Government Bonds, Industrial Bonds, etc.

FT/AIBD INTERNATIONAL BOND SERVICE

Large table listing international bond services with columns for Country, Bond Name, Price, Yield, etc. Includes entries for Australia, Canada, France, Germany, etc.

STRAIGHT BONDS: Yield to redemption of the mid-price. Amount based is expressed in millions of currency units except for Yen bonds, where it is in billions. FLATING RATE: US dollars unless indicated. Margin above six-month offered rate for US dollars. C.S. = current coupon.

WARRANTS: Equity warrant, prem = advance premium over current share price. Bond warrant, ex. yield = exercise yield or current warrant price. Closing prices on APRIL 15.

© The Financial Times Ltd. 1968. Reproduction in whole or in part in any form not permitted without written consent. Data supplied by Association of International Bond Dealers.

Teollisuuden Voima Oy advertisement. Includes text: 'This announcement appears as a matter of record only.', '15th April, 1968', 'New Issue', 'Teollisuuden Voima Oy (Incorporated with limited liability in the Republic of Finland)', '¥10,000,000,000', '5 1/2 per cent. Bonds Due 1996', 'Issue Price 101 3/4 per cent.', and a list of participating banks like Yamaichi International, Bank of Tokyo, etc.

INTERNATIONAL CAPITAL MARKETS AND COMPANIES

Texaco to dispose of \$2bn more in assets

By James Buchanan and Janet Bush in New York

TEXACO, the US oil company which has just emerged from bankruptcy protection, has announced a further \$2bn (\$1.06bn) of asset disposals in an attempt to forestall pressure from shareholders for the outright sale or liquidation of the company.

In a move that sent its stock price rising on Friday, Texaco said it would sell the US and overseas assets to repay debt, fund capital projects and possibly finance a big stock repurchase.

The new sell-off, which is expected to include part or all of Texaco Canada, brings to \$2bn the proceeds it hopes to raise from selling marginal oil and gas fields and prospects, refineries and gas stations.

It also planned to restart quarterly dividend payments, which were suspended by the bankruptcy court, at the old level of 75 cents a share. Its stock, which has been the target of intense speculation since the company emerged from Chapter 11 of the bankruptcy code on April 7, rose 1 1/2 to \$48 1/2 on Friday.

Texaco, which was driven into bankruptcy by a legal dispute with Pennzoil, already plans to sell \$3bn in assets to finance a special payment of that amount to the Houston oil company this month. Before taking the payment into account, Texaco has a net worth of about \$1.6bn.

Texaco is under intense pressure from a group of stockholders, led by Mr Carl Icahn, the corporate raider who owns 14.8 per cent of its shares, to raise its stock price or face dismemberment.

Under Mr James Kinneer, chief executive, the management is seeking to buy time for a restructuring which will shift the company's emphasis from refining to production.

The company is sitting through offers for Deutsche Texaco, its West German subsidiary, believed to be worth about \$1.5bn, and is negotiating to sell a half share in a group of US refineries and marketing networks to Saudi Arabia.

More defections from First Boston

BY OUR NEW YORK STAFF

THE TWO executives in charge of leveraged buyouts at First Boston, the leading US investment bank, are leaving with five of their team to form a new company.

The move, which came late on Friday, is the latest in a series of dramatic defections from First Boston, which has been the focus of speculation about management in-fighting following the October stock market collapse.

The most notable departures were those of Mr Joseph Perella and Mr Bruce Wasserstein, First Boston's mergers and acquisitions stars, who clashed with top management over the company's refusal to devote more resources to investment banking activity, rather than trading.

A number of other top executives in key departments have also left over the past few months. First Boston's leveraged buy-out business is regarded as one of the company's more profitable areas. The investment bank became a general partner in the \$800m buyout of Union Carbide's consumer products group and the \$150m buyout of Avondale Mills, the textile manufacturer.

The general partners of the new firm will be Mr Arthur Nagle and Mr Daniel O'Connell, the managing directors who headed the department, along with two vice-presidents and three associates who had worked with them at First Boston.

Mr Nagle said no date had been set for the departures and that the first priority was to ensure a smooth transition for their replacements.

Mr James Maher, co-head of First Boston's investment banking operations, said the company remained committed to expanding its merchant banking activity and would draft in executives as replacements.

NEW INTERNATIONAL BOND ISSUES

US DOLLARS

US DOLLARS

NEW ZEALAND DOLLARS

AUSTRALIAN DOLLARS

DEUTSCH MARKS

SWISS FRANCES

FINNISH MARKS

LUXEMBOURG FRANCES

DANISH KRONER

VEN

STERLING

Small print and notes for the bond issues table.

Bekaert depressed by job cuts

BY WILLIAM DAWKINS IN BRUSSELS

BEKAERT, the internationally diversified Belgian steel wire maker, has announced a 23.6 per cent decline in net profits after a BFR1.6bn (\$61m) extraordinary charge for the costs of eliminating its domestic workforce by a quarter.

However, the group's underlying profits rose slightly, in spite of heavier international competition and the impact of the dollar's fall on competitiveness in export markets.

The group, which is shed 1,400 jobs at its Flemish headquarters during the next five years, has also changed its accounting procedures so that all subsidiaries in the 17 countries in which it operates use the same reporting standards.

Accordingly, consolidated turnover rose from a restated BFR4.7bn in 1986 to BFR4.8bn for the year to last December. Operating profits on the same basis fell from just over BFR3bn to BFR2.5bn, a decline at the net level from BFR2.9bn to BFR2.3bn.

Excluding restructuring expenses - which are being charged in the consolidated accounts at BFR512m after tax - net profits rose by nearly 7 per cent to BFR4.1bn.

The company said the restructuring was part of its strategy to move a large part of production away from the main plant in Zeevegem into smaller specialised units. It plans to spend BFR60m this year on plant modernisation.

The directors are proposing a BFR225 net dividend for ordinary shares, up from last year's BFR220.

Daimler takes stand on MBB

BY ROBERT GIBBENS IN MONTREAL

DAIMLER-BENZ, the West German motor, engineering and high technology group, has warned the Bonn Government that it is unlikely to buy a stake in Messerschmitt-Bölkow-Blohm (MBB), the aerospace and armaments group, unless steps are taken to restructure the aerospace industry, Our Financial Staff writes.

Mr Edzard Reuter, Daimler's chief executive, said in an interview with Der Spiegel, the West German magazine: "If we were told that MBB is to carry on without changes and that restructuring measures were unnecessary, then we would go our own way with Dornier (the aerospace group which Daimler already controls)."

"But we are sure that those presently responsible for MBB would be sorry.

In its drive towards diversification Daimler on Friday offered DM200 (\$120) a share for the outstanding minority shares of AEG, the electronics group of which it already owns 56 per cent.

Nova edges forward in Polysar battle

BY ROBERT GIBBENS IN MONTREAL

NOVA, the Calgary energy group, which has owned 10 per cent of Polysar since 1986, voted against the common stock issue.

Then, several hours afterwards Noranda sold its block to Gordon Capital Corporation, the Toronto investment bank, and also a large block of Canterra Energy, Polysar's oil and gas subsidiary.

Some Canadian analysts believe that Mr Li Ka-Shing, the Hong Kong financier, may have been the buyer of Noranda's Polysar block. He is equal partner with Nova in Husky Oil.

Nova already has a 25 per cent voting interest in Polysar and has offered C\$22.50 a share for the rest of the Polysar shares, costing around C\$700m.

Polysar, formerly the Canada Development Corporation, has a 25 per cent limit on the holding of any single stockholder, and Nova will have to get this changed.

New orders lift Fiar's profits

By Alan Friedman in Milan

NEW ORDERS in the radar and robotics sectors helped Fabbrica Italiana Apparecchiarie Radioelettriche (Fiar), a Milan defence electronics manufacturer, to achieve a 1.7.9bn (\$6.3m) net profit in 1987, up by 8 per cent.

The profit was struck on 1,121.4bn of revenues, a rise of 6.6 per cent. The Fiar group, which has 47 per cent of its shares quoted on the Milan bourse, is majority owned by Seteme, an Italian holding company of Sweden's Ericsson.

The Milan company, which said it had 1,346bn of orders, or 30 months' worth of work, is active in advanced technologies such as robotics for application in space, artificial intelligence, thermal imaging and logistics.

Exports, both direct and indirect, accounted for roughly 50 per cent of Fiar's turnover. Essilor International, the French optical group, expects continued satisfactory growth in its business this year, Reuter reports from Paris.

Mr Bernard Matintenz, chairman, said in a letter to shareholders that turnover for the first quarter of 1988 was about 12 per cent higher than the same period in 1987, excluding currency factors.

He gave no forecast for 1988 growth or profit, nor data for the turnover rise in the first quarter. Attributable-group net profits of FF250m (\$44.4m) for 1987, against FF242m in 1986, were up 3.5 per cent excluding currency factors, but only 3.4 per cent higher when currency fluctuations were taken into account.

Group turnover of FF3.81bn compared with FF3.37bn a year earlier.

Bayerische Hypotheken- und Wechsel-Bank, Munich, West Germany, is pleased to announce the opening of its branch in Hong Kong. Includes contact information for the Hong Kong branch and general manager Mr. Edgar Heider.

Polly Peck International Finance Limited (Grand Cayman) DM 100,000,000 6% Bearer Bonds 1988/1993. Unconditionally and irrevocably guaranteed by Polly Peck International PLC (London). Includes list of banks and agents.

UK COMPANY NEWS

Beazer hit by further Koppers court injunction

BY NIKKI TAIT

Koppers, the Pittsburgh-based building materials and chemicals company which is fighting an unwanted \$1.7bn bid from British building group Beazer, has won a further court injunction against its aggressor.

On Friday, in Pittsburgh, Judge Maurice Cahill granted Koppers a preliminary injunction blocking the offer, on the grounds that the bid may be in violation of the Williams Act, part of the federal securities legislation, which governs information which must be disclosed by any bidder to the target company's shareholders during tender offers.

On Friday, in Pittsburgh, Judge Maurice Cahill granted Koppers a preliminary injunction blocking the offer, on the grounds that the bid may be in violation of the Williams Act, part of the federal securities legislation, which governs information which must be disclosed by any bidder to the target company's shareholders during tender offers.

Lep takes control of Nat. Guardian

By Nikki Tait

Lep Group, the freight forwarding, transport and property company, has acquired a controlling interest in National Guardian Corporation, a US security services company. It will follow this up with a full merger proposal.

Restructuring benefits begin to flow at OIS

Oilfield Inspection Services, taken over in March by a consortium headed by Mr Paul Bristol, incurred a pre-tax loss of £134,000 for 1987 compared with a loss of \$922,000 the previous year.

Performance in the first two months of this year was reported ahead of budget, and terms have been agreed for the disposal of loss-making OIS Engineering to a management buy-out team for a cash consideration of \$800,000. Excluding this engineering subsidiary, pre-tax profit of continuing businesses for 1987 was £124,000.

Suchard asks to meet Rowntree

By Nikki Tait

SWISS coffee and confectionery group, Jacobs Suchard - which last week snatched up 25.7m shares in Rowntree, the UK sweets manufacturer, to take its stake to 14.9 per cent - has written to the British company, suggesting a meeting.

Capital and Regional Properties climbs

Pre-tax profits at Capital and Regional Properties more than trebled from £131,614 to £453,115 in the year to December 25 1987. There is a final dividend of 0.2p for a net total of 0.3p. No payment was made in the previous year.

David Waller looks at the UK's largest hospitality company THF turns its attention to Europe

THE LIFE of Charles Forte, the 80-year old chairman of Trust House Forte, is imbued with romance. That of Rocco, the chief executive of the hotels group and the chairman's son, is not. Rocco is a chartered accountant, his father a dashing entrepreneur.

From humble origins as the proprietor of a milk bar in Regent Street, Charles - now Lord Forte - weathered internment during the war, a bruising merger with Trust Houses in 1970, and the scorn of the English Establishment during the as yet unfinished battle for control of the world's largest hotel and catering groups.



Rocco Forte emerged from his father's shadow

acquisitions, complicates the issue. According to Paul Slattery of brokers Kleinwort Grosvenor, "It is simply not possible to impose a product uniformity on hotels which range from a Tudor inn to a Georgian town house to a modern tower block."

Country and New Town returns to the black

Country and New Town Properties, which is undergoing a reorganisation, returned to taxable profits for the five months to the end of December 1987. With gross rental income of \$4.55m and surplus on sale of properties of £1.75m, profits were \$275,000 compared with a loss in the previous six months of £2.65m.

Windsor Sec £1.2m expansion

Windsor Securities is continuing to expand its retail insurance broking activities with the £1.2m acquisition of Burns, Burr, based in Richmond, Surrey. The vendors, Mr Sidney Burns and Mr Frank Charles Burr, are to receive 2.36m new Windsor shares and have agreed to retain 25,516 of these for at least 12 months.

Courtauld's buy

Courtauld is buying Scottish-based Matthey Organics, a pharmaceutical intermediates manufacturer, from John Matthey for £2.25m cash.

Renaissance

Renaissance Holdings has acquired 163,706 ordinary shares in Advansys, an unquoted UK computer services company, for £205,000 in cash and subscribed for 434,128 new 8 per cent convertible preference 10p shares at a price of 21c each.

Issue of up to £250,000,000 Floating Rate Notes 2000

ABBEY NATIONAL BUILDING SOCIETY (Incorporated in England under the Building Societies Act 1974)

The Charities Official Investment Fund Annual Report 1987

The Charities Deposit Fund Annual Report 1987

BOARD MEETINGS table with columns for company name and date

PENDING DIVIDENDS table with columns for company name, date, and amount

Twelfth Year of Record Growth

Bowthorpe Holdings

GRANVILLE SPONSORED SECURITIES table with columns for company, price, and change

HANDLEY-WALKER GROUP plc PLACING by Capel-Cure Myers of 1,500,000 Ordinary Shares of 5p each at 125p per share

FINANCIAL TIMES STOCK INDICES table with columns for index name and values

Irving Bank Shareholders: Can You Really Afford Not to Support The Bank of New York?

The Annual Meeting of Irving Bank Corporation is only a few days away—April 21. In our opinion you should vote to maximize your economic interest in Irving by signing and returning the GOLD Bank of New York proxy card today.

The Bank of New York Company, Inc. has made an offer to exchange 1.575 shares of Bank of New York common stock, plus \$15.00 in cash per common share of Irving. On April 12 this offer was worth **\$68.35** per share.

Let's see what independent banking analysts—who make a living analyzing financial statements and market movements—had to say about our offer and the possible trading price of Irving Bank without our offer.

"Without takeover speculation, Irving stock could be trading in the low 30s."

—Thomas Au, Value Line Investment Survey,
March 18, 1988^a

"...Irving's stock would fall to the 30s without a takeover bid..."

—Mark Alpert, CFA and Mark Lynch,
Bear Stearns Investment Summary,
March 4, 1988^b

"BK (Bank of New York) has offered to acquire the entire company (Irving Bank) for a price that we estimate is about 80% above the level Irving's stock would trade without takeover speculation. BK's offer is a good one for Irving's shareholders and obviously much better than a theoretical breakup value^c that's only worth the paper it's printed on."

"...some of the statements and actions by Irving's management and Board of Directors since the hostile takeover effort began, including the recent letter to shareholders, have been amazingly naive, misleading, and raise the question, in whose interest is the management and Board of Directors working? If I was an Irving shareholder, I would be disgusted with my Board of Directors, and vote for The Bank of New York slate."

—Thomas K. Brown, BankNotes,
Smith Barney & Co.,
March 30, 1988^d

Both the Federal Reserve Board and the New York State Banking Board unanimously approved our application to acquire Irving^e. Despite extensive arguments made by Irving's management opposing the acquisition, these regulators concluded that the combined company will be financially sound.

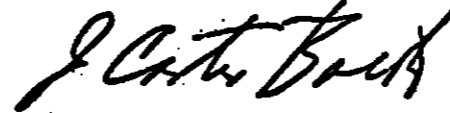
Please consider the financial fundamentals of our proposed transaction when making your voting decision. By giving us your valid GOLD proxy, you are voting for a slate of directors dedicated to providing you with the opportunity to accept The Bank of New York offer. In our opinion you should vote to protect and maximize your financial interest. Vote the GOLD proxy card today.

IMPORTANT

The Annual Meeting of Irving Bank is April 21—only days away. Your GOLD proxy must be received in time to be voted at the meeting. Even if you have voted on Irving Bank's blue proxy, you have every legal right to change your vote by sending in a later dated GOLD proxy to us today. If your shares are held in street name and you need assistance in voting, please contact our proxy solicitors:

THE CARTER ORGANIZATION, INC. MORROW & CO.
1-800-365-5500 1-800-634-4458

Sincerely,



J. Carter Bacot
Chairman of the Board
The Bank of New York Company, Inc.

^aPermission to quote as proxy soliciting material neither sought from nor granted by the authors. Use does not imply endorsement of The Bank of New York's offer or its nominees. In each case, these materials discuss the value of Irving Bank stock in the context of considering Irving Bank as an investment alternative. Each of these analysts issues reports concerning Irving Bank and The Bank of New York from time to time.

^bBear Stearns & Company is associated with the specialist in the shares of The Bank of New York. That specialist (a) may have a position in the security; and (b) may be on the opposite side of public orders executed on the floor of the exchange.

^cReferring to a study provided by the investment banker for Irving Bank which estimated the aftertax value of Irving's businesses and assets at \$82-\$107 per share.

^dThe approval of the Federal Reserve Board was granted subject to conditions relating to capital adequacy and other matters which The Bank of New York believes it can satisfy fully and promptly.

THE BANK OF NEW YORK COMPANY, INC.

Shand Committed to Construction

Shand Ltd. Shand House, Matlock Derbyshire NG4 3AF Tel: (0529) 734441

Lutterworth retailing complex

FAIRCLOUGH BUILDING, eastern division, has won a £22m design-and-build contract for the first two distribution units on Magna Park, Lutterworth...

For superstore retailers ASDA, Fairclough's regional office in Leicester is designing and constructing a 330,000 sq ft part-refrigerated distribution facility...

The company is also designing and building a two-storey office block within the distribution complex.

Civic centre at Oceanside

A \$17.7m (\$9.5m) contract to build a civic centre for the city of Oceanside, which is the fastest growing cities in the southern California county of San Diego...

The contract was placed by the Public Services Department of the city of Oceanside, which is 96 miles north of San Diego. Facilities to be built include the three-storey north and south parts of the city hall and a two-storey library...

CONTRACTS DIARY DATES

Victoria Station redevelopment

SIR ROBERT MCALPINE MANAGEMENT CONTRACTORS has begun work on the £70m development over Victoria railway station for Greycoat Victoria. Situated over the southern part of the station, between the Eccleston and Elizabeth bridges...

keep disruption to a minimum within one of London's busiest rail terminals. The building, providing a net 33,445 sq metres of office accommodation and 1498 sq metres retail area, will be clad in tinted glass within a white finish aluminium frame...

Building concert hall facilities in Glasgow

Glasgow's new £24m concert hall is to be built by BOVIS CONSTRUCTION (SCOTLAND). The management contract was awarded by Glasgow District Council and work on the project begins today.

The 27-month construction programme is appropriately scheduled for completion in mid-1990, the year in which Glasgow will carry the title of "European City of Culture".

£14m workload for Lilley

FVC LILLEY has won contract awards totalling £14m secured by its Cumbrian subsidiary, The Eden Construction Group. The largest is a railway development at Sellafield for British Nuclear Fuels, valued at £7.2m.

Mercedes garage and workshops in Glasgow (£730,000), strengthening of the A74 carriageway at Ecclefechan, Dumfries and Galloway (£630,000), top-side deck repairs to the Tynes Tunnel (£350,000) and alterations to the Cumberland Building Society offices at Carlisle (£360,000).

Rentals

PRUDENTIAL Residential Lettings. Light and spacious 2 bedroom flat. Attractively furnished in this popular development...

Sturgis. HARDLEY CRESCENT SW5 Second floor immaculate flat in recently converted building...

KENWOODS RENTAL. QUALITY FURNISHED FLATS AND HOUSES. Short and Long Lets. 23 Spangley Lane, London W2 1JA

Plaza Estates. CLEVELAND SQUARE, W.2. Interior designed 1st/2nd floor apartments, period features...

INTERNATIONAL RESIDENTIAL PROPERTY. The Residential Property Pages of the Weekend FT will focus on International Property or; Saturday May 14th. For further information please contact: CLIVE BOOTH on 01-248 5284

PARLIAMENTARY

Industry: subject, information technology. Witnesses: Computer Services Association; CAF and Logistics; Coopers and Lybrand; Touche Ross (Room 15, 10.15 am).

Foreign Affairs: subject, UK policy on the Iran-Iraq conflict. Witnesses: Officials from the Foreign and Commonwealth Office, Ministry of Defence, and Department of Transport. (Room 16, 10.30 am).

Welsh Affairs: subject, inward investment into Wales. Witnesses: Scottish Development Agency; Locate in Scotland; Livingston Development Corporation (Room 17, 10.45 am).

Defence: subject, major defence projects. Witnesses: Mr. Brian Oakley of Logica and Mr. David Butler of Butler and Cox. (Room 8, 4.30 pm).

Home Affairs: subject, broadcasting. Witnesses: Department of Trade and Industry officials. (Room 18, 4.15 pm).

Public Accounts: subject, management of the collections of the English national museums and galleries. Witnesses: Mr. R. Wilding, Office and Arts of Libraries; Sir David Wilson, British Museums; Mrs Esteve-coll, Victoria and Albert Museum (Room 16, 4.15 pm).

Company Meetings. DPCF Hedge 0.7p. Nova Scotia 11.4pc. In 200 5.87pc. Treasury Hedge Corp 1988 4.37pc. Trenchard 2.7p. Trust of Property Shares 8.87p. Wynne Garden Centre 2.7p.

Company Meetings. SICC, Confederation of British Industry, Centre for Finance and Investment, W.C. 220. Commercial Union Assurance, Basic Exchange, St Mary Ann, E.C. 12.00. English & Scotch Investors, Guardians House, 16-18 Molesworth Street, E.C. 3.40. Fairway (London), 55 Holborn Viaduct, E.C. 1.10.

Company Meetings. Board Meetings. Pallets (Lauri) Group. Bodycote Ltd. CPU Computers. Concorde Group. Er-Land. First Charlotte Assets Ltd. First Group. Green Group. Harcourt & Stone Meat. Harrison Property. Hartono Group. Shell (Whites). Taylor Woodrow. W.A. Hodge.

Company Meetings. Board Meetings. British Telecom. British Airways. British Petroleum. British Overseas Airways. British Airways. British Petroleum. British Overseas Airways.

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Trade Fairs and Exhibitions: UK

April 24-25 London International Furniture Show - LIFS (01-355 1200) Earls Court

April 26-28 British Electronics Week (0799 26899) Olympia

April 27-28 National Pig Fair (0473 43011) Kemilworth

April 30-May 2 Photography Exhibition (01-222 8888) NEC, Birmingham

April 26-May 2 International Machine Tool Show - SIMTOS (01-438 0501) Seoul

May 3-4 International Vehicle Industry Suppliers Exhibition - SITEV (0948 29405) Geneva

May 6-12 International Construction & Material Exhibition - CONSTRUCT (01-236 2359) Shanghai

April 25-26 Business Research International: Mortgage finance in the 1990's (01-897 4383) Fortman Hotel, London W1

April 28 CBI Conference: Strategy for design (01-579 7600) Centre Point, London

April 26-28 The Industrial Society: Industrial relations for senior managers (01-539 4300) 3 Carlton House Terrace, London SW3

April 25 Dun & Bradstreet: Understanding insolvency (01-631 3424) Kingsley Hotel, London WC1

April 29 The Economist/CBI Conference: 1982: The new Europe - getting to grips with the competition (01-579 7600) Centre Point, London WC1

Anyone wishing to attend any of the above events is advised to telephone the organisers to ensure that there have been no changes in the details published.

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- Construction of related civil-structural works such as access road, thermal pond, pipeline corridor, separator vessel station, pipe and equipment support, pipe and road bridges, drainage works.

- Testing and Commissioning of the system.

A complete set of Prequalification Document may be purchased (P200.00) on submission of a written application from PNO-EDC. Contract Administration Office, Rm. 1203 Building 1, Merritt Road, Fort Bonifacio, Philippines (Tel: 8158961; Telex 722-2666 EDC PH).

Conferences

AGRICULTURAL SEMINAR INVESTMENT OPPORTUNITIES IN AUSTRALIA WEDNESDAY 27TH APRIL 1988 AT THE AUSTRALIAN HIGH COMMISSION, AUSTRALIA HOUSE, STRAND, LONDON, WC2

The Western Australian Government, in association with others are holding a half-day Seminar on Australian agricultural investment opportunities.

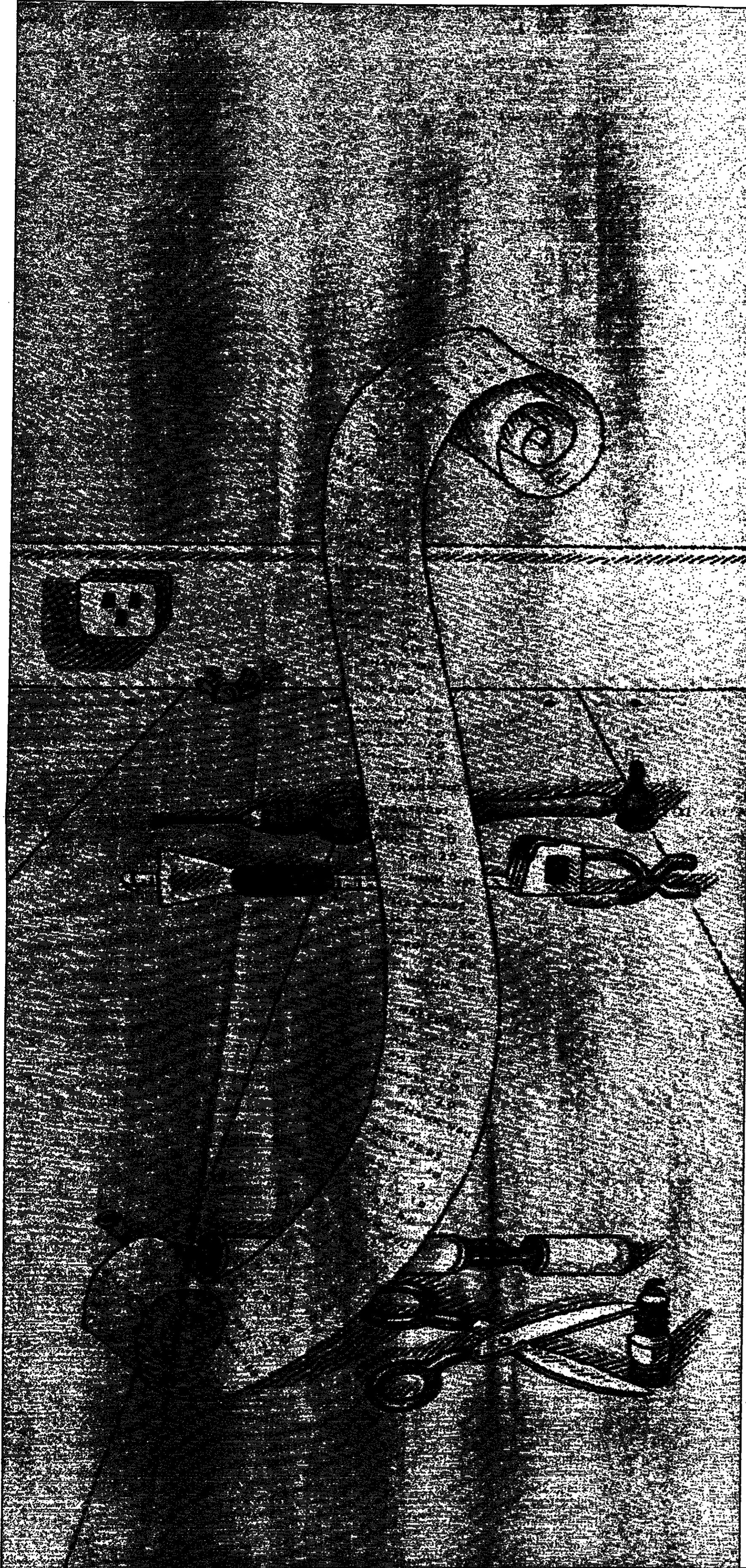
This Seminar is designed to provide detailed information on the current range of investment opportunities available in Australia for the private and corporate investor...

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The Directors of Ward White Group plc are the persons responsible for the information contained in this advertisement. To the best of the knowledge and belief of the Directors (who have taken all reasonable care to ensure that such is the case) such information is in accordance with the facts and does not omit anything likely to affect the import of such information.

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LONDON RECENT ISSUES

EQUITIES

Table of equity prices with columns for Stock, Price, and Change. Includes entries like Anglo-Siam, Anglo-Siam, Anglo-Siam.

FIXED INTEREST STOCKS

Table of fixed interest stocks with columns for Stock, Price, and Change. Includes entries like Anglo-Siam, Anglo-Siam.

"RIGHTS" OFFERS

Table of rights offers with columns for Stock, Price, and Change. Includes entries like Anglo-Siam, Anglo-Siam.

Specialist data usually last day for delivery... Includes details about market conditions and data sources.

FT UNIT TRUST INFORMATION SERVICE

AUTHORISED UNIT TRUSTS

Large table listing various unit trusts with columns for Name, Price, and Change. Includes entries like Anglo-Siam, Anglo-Siam, Anglo-Siam.

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FT UNIT TRUST INFORMATION SERVICE

Main table containing unit trust information, organized into columns for various fund categories and management services. Includes sections for 'OFFSHORE AND OVERSEAS' and 'MANAGEMENT SERVICES'.

Chemical Ltd

FT UNIT TRUST INFORMATION SERVICE

LONDON SHARE SERVICE

Table of FT Unit Trust Information Service, listing various unit trusts with columns for Name, Manager, and other details.

Table of LONDON SHARE SERVICE, listing various share prices and market data.

Table of FOREIGN BONDS & RAILS, listing various international bonds and rail services.

Continued on next page. Additional text and notes at the bottom of the page.

LONDON SHARE SERVICE

AMERICANS - Contd

Table listing American companies with columns for Market, Stock, Price, Div, and Exch.

CANADIANS

Table listing Canadian companies with columns for Market, Stock, Price, Div, and Exch.

BANKS, HP & LEASING

Table listing banks and hire purchase/leasing companies with columns for Market, Stock, Price, Div, and Exch.

BEERS, WINES & SPIRITS

Table listing beer, wine, and spirit companies with columns for Market, Stock, Price, Div, and Exch.

BUILDING, TIMBER, ROADS

Table listing building, timber, and road companies with columns for Market, Stock, Price, Div, and Exch.

BUILDING, TIMBER, ROADS Contd

Table listing building, timber, and road companies (continued) with columns for Market, Stock, Price, Div, and Exch.

CHEMICALS, PLASTICS

Table listing chemical and plastic companies with columns for Market, Stock, Price, Div, and Exch.

DRAPERY AND STORES

Table listing drapery and store companies with columns for Market, Stock, Price, Div, and Exch.

DRAPERY AND STORES - Contd

Table listing drapery and store companies (continued) with columns for Market, Stock, Price, Div, and Exch.

ELECTRICALS

Table listing electrical companies with columns for Market, Stock, Price, Div, and Exch.

ENGINEERING - Contd

Table listing engineering companies (continued) with columns for Market, Stock, Price, Div, and Exch.

FOOD, GROCERIES, ETC

Table listing food, grocery, and other companies with columns for Market, Stock, Price, Div, and Exch.

HOTELS AND CATERERS

Table listing hotel and catering companies with columns for Market, Stock, Price, Div, and Exch.

ENGINEERING

Table listing engineering companies with columns for Market, Stock, Price, Div, and Exch.

INDUSTRIALS (Miscel.) - Contd

Table listing industrial companies (continued) with columns for Market, Stock, Price, Div, and Exch.

INDUSTRIALS (Miscel.) - Contd

Large table listing various industrial companies with columns for Market, Stock, Price, Div, and Exch.

INSURANCES

Table listing insurance companies with columns for Market, Stock, Price, Div, and Exch.

Handwritten text at the bottom of the page, possibly a signature or note.

WORLD STOCK MARKETS

AUSTRIA 1988 High Low April 15 Price Pts. 2,040 1,850 Creditanstalt 1,900 2,000 1,850

FRANCE (continued) 1988 High Low April 15 Price Pts. 2,500 2,000 2,000

ITALY 1988 High Low April 15 Price Pts. 2,365 1,900 1,900

NETHERLANDS 1988 High Low April 15 Price Pts. 4,200 2,710 2,710

SWEDEN 1988 High Low April 15 Price Pts. 1,242 1,052 1,052

SWITZERLAND 1988 High Low April 15 Price Pts. 7,790 5,375 5,375

WEST GERMANY 1988 High Low April 15 Price Pts. 11,225 8,850 8,850

NETHERLANDS (continued) 1988 High Low April 15 Price Pts. 11,225 8,850 8,850

NETHERLANDS (continued) 1988 High Low April 15 Price Pts. 474 405 405

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JAPAN 1988 High Low April 15 Price Pts. 3,500 3,000 3,000

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CANADA

TORONTO Closing prices April 15 7820 AMCA Int 85 1/2 2 1/2

CANADA (continued) 7820 AMCA Int 85 1/2 2 1/2

CANADA (continued) 7820 AMCA Int 85 1/2 2 1/2

CANADA (continued) 7820 AMCA Int 85 1/2 2 1/2

OVER-THE-COUNTER

Continued from Page 37 2000 1,200 1,200

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INDICES NEW YORK DOW JONES Apr. 1988 Apr. 15 1988 Apr. 14 1988 Apr. 13 1988 Apr. 12 1988

NOTES - Prices on this page are quoted on the London exchange and are based on the closing price of the day. All prices are in pounds sterling unless otherwise stated. All prices are in pounds sterling unless otherwise stated.

NYSE COMPOSITE CLOSING PRICES

AMEX COMPOSITE CLOSING PRICES

Table of NYSE Composite Closing Prices for April 18, 1988. Columns include stock symbols, prices, and volume. Includes sub-sections for 'Continued from Page 36' and 'Over-the-Counter'.

Table of AMEX Composite Closing Prices for April 18, 1988. Columns include stock symbols, prices, and volume. Includes sub-sections for 'Continued from Page 36' and 'Over-the-Counter'.

OVER-THE-COUNTER Nasdaq national market, Closing prices April 15

Table of Over-the-Counter (Nasdaq) Closing Prices for April 15, 1988. Columns include stock symbols, prices, and volume.

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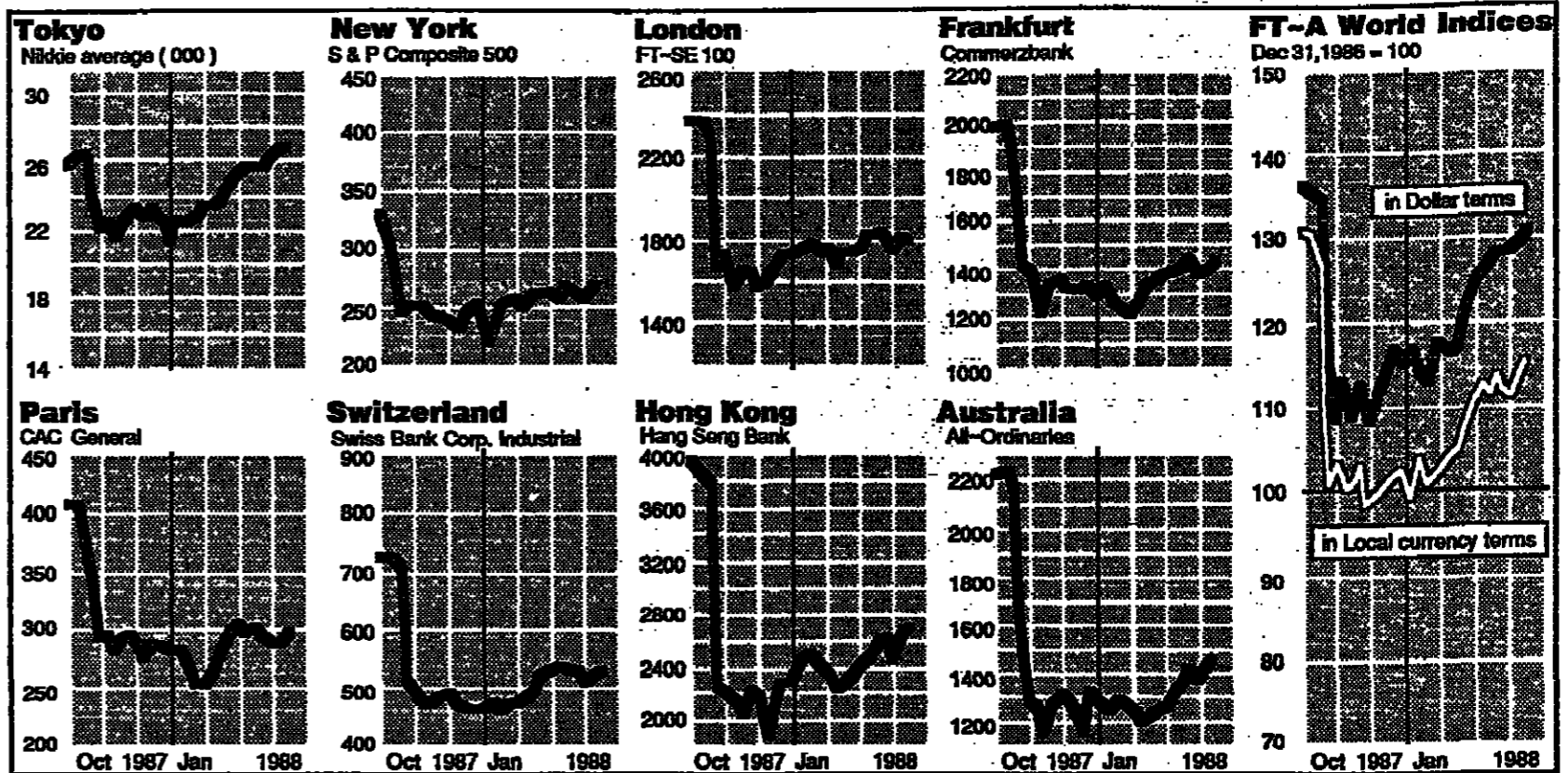
SIX MONTHS AFTER THE OCTOBER MARKET COLLAPSE

Huge swings in mood hold markets hostage

BY STEPHEN FIDLER

SIX MONTHS ago tomorrow, the world's stock markets pitched suddenly into crisis. Prices fell of unprecedented speed and severity, centred on New York but engulfing every important exchange...

shares, where permitted, or acquiring those of others which they consider cheap, have provided a general exception. Yet the world has changed since October. Mr Robert Salomon, chief equity strategist for Salomon Brothers, says the crash resulted from a unique confluence of forces that would be difficult, if not impossible, to duplicate.

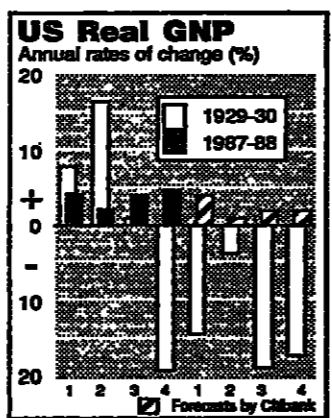


Second adjustment of global imbalance cannot be ruled out

BY JOHN PLENDER

WAS THE stock market crash a benign event rather than a catastrophe? Six months on, the case is certainly arguable. Most recent economic statistics suggest the US was growing remarkably strongly before the crash...

Yet with employment and income growth remaining strong, households are able to increase savings and rebuild their asset portfolios without making dramatic cuts in consumption. The manufacturing sector, meanwhile, is expanding swiftly on the back of more competitive exports and bigger order books for capital equipment.



THE SPEED with which Japan has dominated the global market has been one of the most remarkable features of the six months since the stock markets crash...

Japan overtook the US in terms of market capitalisation just before the crash. Its subsequent weighting in the FT-Actuaries World Index has risen to more than 43 per cent by the end of last week...

recovery. Share prices remain 41 per cent lower than on October 19, 1987, in sterling terms, with only Mexico (-65 per cent) and New Zealand (-43 per cent) doing worse.

has been gradually returning, their indices are all still about 80 per cent lower. Their weightings in the World Index have shrunk accordingly.

Confidence remains distant memory

THE CONFIDENCE of investors around the world was dealt a severe blow by the October crash. Though markets have recovered from their lows, last week's turbulence shows that it is still a long way from returning.

Investors are reluctant to commit substantial amounts of money to equity markets, particularly those outside their own countries. This is in spite of continuing economic growth, generally strong corporate earnings and bursts of takeover activity.

markets in the crash and afterwards and have staged an impressive comeback since. However, last week's disappointing US figures have thrown the picture into doubt.

Uncertainty over the outcome of next weekend's presidential election has put investors off equities. The only sector has been an unusual surge in takeover activity.

And while the central banks have enjoyed relative success in handling the speculators so far this year, the political will, especially in Western Europe, to accumulate more dollars appears to be waning.

The striking feature of the post-crash world is how little has really changed - which suggests that it might be unwise to rule out the possibility that the market will have a second shock imposing their own adjustment mechanism for global imbalance before the year is out.

Foreign investors, hitherto sceptical, have been net buyers of Japanese shares since January, although the market is on a price/earnings ratio of about 65.

The average share yield is up to about 2.45 per cent, compared with a 1.9 per cent inflation rate. Yet investors, concerned at the low dollar and its effect on the Swiss economy, still prefer bonds.

High debate but no action

BY JANET BUSH IN NEW YORK

THE RESPONSE of the US securities industry regulators and politicians to the October crash has been both enormously conscientious and lacking in substance. In no other country which experienced turmoil in its capital markets has so much effort been put into trying to discover what went wrong.

review the causes of the crash and the recommendations on legislative action, an ad hoc Senator William Proxmire, chairman of the Senate Banking Committee, belong to this group.



Nicholas Brady: 'loaded gun' I call it the nearest thing to a meltdown I'm ever likely to see, John Phelan, chairman of the New York Stock Exchange, after trading had finished on October 19, 1987.

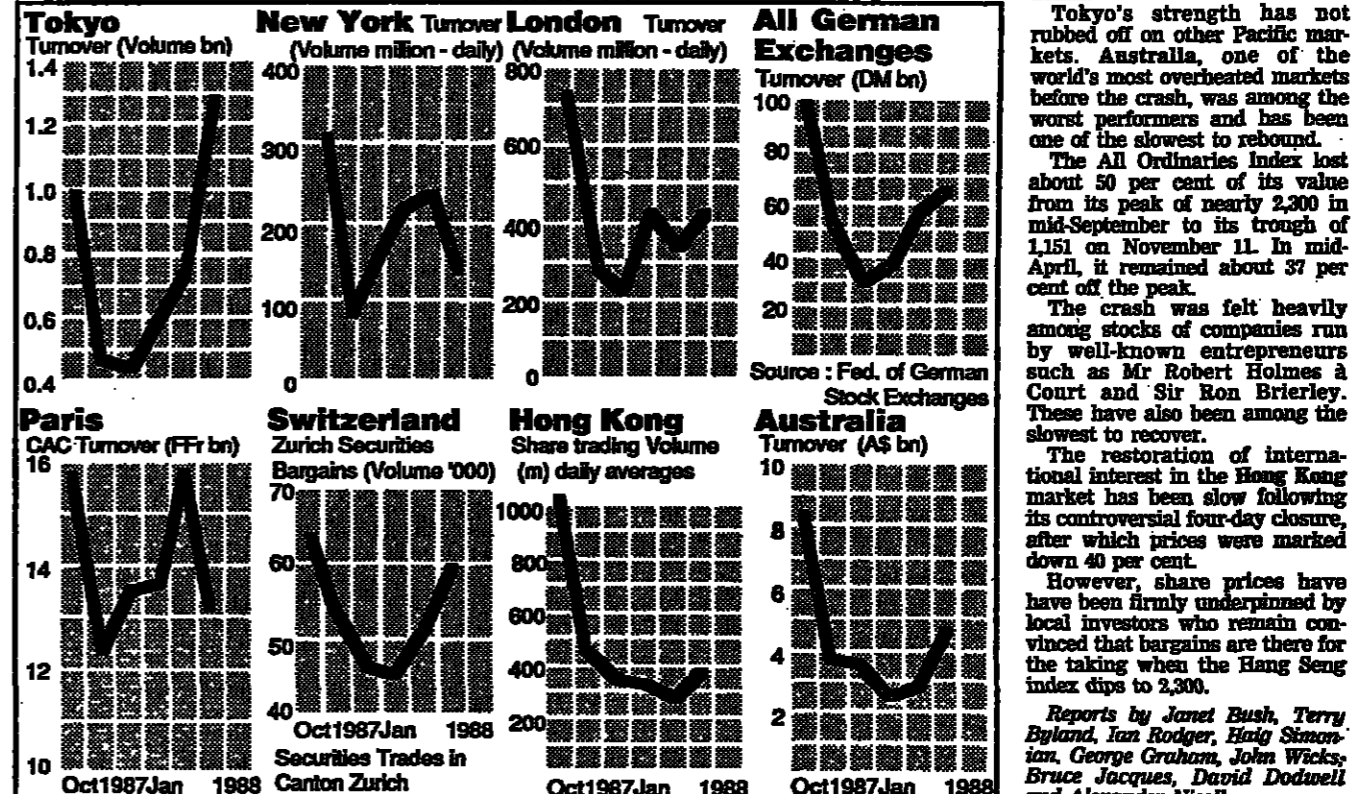
'The Federal Reserve, consistent with its responsibilities as the nation's central bank, affirmed today its readiness to serve as a source of liquidity to support the economic and financial system,' Federal Reserve statement, October 20, 1987.

'An accident waiting to happen,' Fed chairman Alan Greenspan in congressional testimony, February 2, 1988.

'We are looking down the barrel and the gun is still loaded,' Nicholas Brady to the Senate Banking Committee, February 2, 1988.

'I think that this year will mark the start of the sixth foreign investment boom in the Japanese market since the war,' Michio Oikawa of Nomura Securities in January on the return of foreign investors to the Japanese market.

'The great economic non-event of 1987,' Chancellor of the Exchequer Nigel Lawson to the interim committee of the International Monetary Fund, April 14, 1988.



Pressures mount on securities firms

BY ALEXANDER NICOLL

BULL MARKETS are also active markets, bear markets are not. More than anything else, this simple truth clouds the future for many of the world's securities houses.

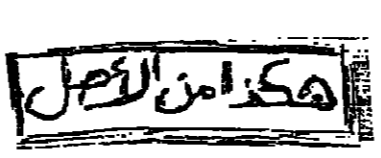
growth of securities businesses. The Eurobond market, which is centred in London, had grown astonishingly. In the domestic UK markets, the Big Bang reforms of October 1986 had created a burst of competition.

ular impact on international strategies. Cross-border investment in most areas has slowed to a trickle as investors adopt a no-place-like-home approach, and on fears about illiquidity of markets after last year's experiences during the crash.

Commercial banks rushed to set up securities operations. Liberalisation of regulation also contributed to the creation of what was, even before the crash, a grossly overcrowded industry ripe for slimming.

Elsewhere, there were losses - including some notable ones for market-making firms in London - but no disasters. However, the second, and more far-reaching, effect is continuing. The crash gave fresh impetus to a natural shake-out process which was already under way.

Such plans most now be on hold for most - although not necessarily for those specialising in still-prospering areas such as Japan. Most bankers believe that, in the long term, the tide of cross-border investment is too strong to stop, given competition between fund managers and modern communications. But for how long will they be able to afford to wait?



SECTION III

FINANCIAL TIMES SURVEY



Industrially and socially a new Italy is now emerging, though Italians still hold to traditional ways and some dubious practices. The political will is growing to bring in necessary reforms but stable government is needed to make these a reality, as John Wyles reports.

Success of a young nation

A YOUNG nation not much more than a 100 years old, struggling with steady success to out-perform its elders and betters, Italy is unique in Western Europe. With an entirely characteristic mix of prudence and bravado, discipline and glitz, strategy and spontaneity, the Italian experience is absorbing, entertaining and, for the foreigner, not at all easy to understand.

There is, for example, a certain notion around that Italy is regressing. This takes its principal reference from the fact that the fall of the second Craxi government in March of last year, after 43 months of prime ministerial continuity, has been followed by another of Italy's eternally inconclusive general elections and then a coalition headed by Giovanni Gorla which lasted no more than a tortured eight months.

What is really happening is that the 1980s have been witness to the construction of a "new Italy" on the somewhat uncertain foundations of the old.

Its most obviously positive economic elements are a Gross Domestic Product which has grown into the third largest in Western Europe after West Germany and France; a modern and expanding private manufacturing sector whose leading lights have

been feverishly acquiring overseas assets; a much better managed and financially healthier public sector; and the emergence of a still-embryonic financial services industry.

Socially, the new Italy is urban-based, employs a growing number of women (82 per cent of the workforce) and is rapidly "greying" because of falling birth rates and increasing life expectancy.

But since the architects and constructors of the new Italy are Italians, steeped in the political and social ways of the old, there is, to say the least, a certain continuity of custom and practice which has left a number of key problems unaddressed.

The novelty to be stressed about Italy in 1988, however, is a marked dwindling of complacency about the inevitability and acceptability of some of the weakest social and political features of the old Italy.

And this is where the foreigner must beware, for while he may in the past have not taken Italians seriously enough, there is still a danger of taking them more seriously than they take themselves. How much of the past, do they really mean to jettison?

Look, for example, at some of the main elements of the programme of the new, five-party



coalition to be headed by Mr Ciriaco De Mita, leader of the Christian Democrat party.

Negotiated in unusual detail under pressure from Mr Craxi, the programme promises among other things, institutional reforms and the restructuring of public administration, reduction of the government deficit, development of the Mezzogiorno, measures to combat corruption and preparation for the European Community's 1992 internal market deadline.

On paper the programme measures up well against many of the challenging problems of old Italy.

The institutional reforms promised are not fundamental in the sense of re-writing the constitution and changing the electoral system, but there is no good reason for believing that such radical measures would guarantee greater stability of governments.

Look, for example, at some of the main elements of the programme of the new, five-party

ITALY

regions alongside the Adriatic coast, but Calabria and Sicily are still trailing badly.

Preparation for 1992, meanwhile, has many aspects, two of which have been identified as particularly important. One is the overriding need to translate EC directives into national law.

Italy is one of the worst offenders on this front with about 250 directives not yet applied, largely because it is very bad at legislating. The other requirement is for a domestic anti-trust law aimed at protecting consumer interests.

The law may need to confront the startling horizontal growth of groups like Fiat and Ferruzzi and De Benedetti into banking, financial services and particularly newspapers and television.

By itself, an anti-trust law will not address one of the central problems of old Italy which is also a powerful motive force for growth in the new Italy.

The commanding heights of private Italian capitalism may

of more than 11 per cent of GDP are keeping interest rates artificially high. They are also probably unsustainable in a Europe of free capital movements.

The Mezzogiorno is the central economic and social problem, largely responsible for the nation's 12.4 per cent and rising unemployment rate and furnishing only 25 per cent of its GDP with about 36 per cent of its population.

Considerable amounts of bureaucratic and political attention, not to speak of the expenditure of about \$180bn since the early 1950s have yielded some closing of the economic gap for

CONTENTS

Foreign policy		Liguria	
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Economy		The media	
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State industry	5	Energy	11
Banking		Puglia	
Communist co-operatives	7	Restoration work	12
Trade		Left: Status in the Piazza di Campidoglio, Rome	
Joint ventures	8	Pictures by Alan Harper	

certainly have reached a higher altitude of profits and power, but they are still largely controlled by long-established concentrations of economic and industrial power - Mediobanca (the state merchant bank now being privatised), the Agnelli and Finelli, to mention the most celebrated.

But it looks risky for the future of the country to be successively based on the fortunes of a few large groups. There is a need for recruits into the big league from the ranks of the thousands of small and medium-sized companies which are the legendary backbone of the Italian economy.

These are short on technology, professional management and on access to the preferential finance enjoyed by the big groups. The giants, however, still prefer to use their great political influence to maintain their present advantages, ranging from easy access to government finance and favours, to an underregulated stock market.

The trade-off for which a determined government could offer would be a steady improvement in public services, from the railways to the post, from health to telecommunications, which currently impose competitive handicaps on Italian business, in return for acceptance of a more open and pluralistic financial system.

But will the Government be determined or will it be another nine-month non-wonder, partially paralysed by party rivalries? Most of Mr De Mita's key priorities have been key priorities identified by previous governments, but they have not been adequately confronted because they require stable, co-ordinated, efficient government and administration.

Party rivalries are certainly not about to disappear, but they may be sufficiently subdued to permit some forward momentum if the policy programme proves to be the sufficiently balanced package which it appears. Moreover, Mr De Mita is the leader of the country's largest party.

If Mr Craxi uses his pivotal power to unseat him, early elections may be unavoidable with little possibility of resuming Christian Democrat-Socialist co-operation afterwards.

The alternative would then be for one of the two to turn to the Communists, and in the meantime a huge amount of governing time would have been lost when time is not really on the Italy's side.

But Italians are now more generally aware that external pressures are imposing an urgent need for modernisation and change. They know that their economy is now more interdependent than it has ever been and as a result Italians of all classes are more disposed to gauge their performance according to international comparisons.

The 1992 deadline is in many ways a fearsome challenge which could impose huge penalties on the nation's finances and economic development if existing political, bureaucratic and financial handicaps are not removed.

Italy's various elites appear to be hugely persuaded of this, and in a society where consensus is the key to change, this unanimity is both a necessary and encouraging condition for optimism.

There are, however, crucial ingredients still missing in Italy's political culture which would ensure a smooth transition. One which could be conjured up quite quickly is a clearly and influentially articulated taxpayers' interest.

The taxpayer lacks political weight in Italy because large swathes of the middle classes and artisans evade taxes on a massive scale. One recent academic study estimated total evasion in 1984 at worth 1,182,000bn, more than enough to wipe out the annual government deficit.

Their relative freedom to do so is an unwritten compact with the major political parties - a central prop of the old Italy. Some moves have already been made to tighten up, but much more needs to be done.

The political effect, if all this happens, could be to change the face of Italian politics by stimulating a real popular demand for efficient services, less waste and a halt to the illegal appropriation of public money by the political parties and organised crime.

A diminishing of the black economy would be a small price to pay for all that.

A worldwide Group with 125 factories in 16 countries of Europe, North and South America, Australia and Africa, 2,300 R&D specialists in 6 Centres all over the world. A wide range of products: from tyres to telecommunication and energy transmission cables, from motor vehicle and industrial components to consumer products.

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ITALY 3

The public sector debt is putting the prosperous economy at risk

Deficit looms as an EC problem

THIS IS NOT a story for the economically squeamish. For it seems that there is an accident waiting to happen to the Italian public economy and if it does so, innocent bystanders in the highly prosperous private economy may be injured.

The problem is, after a decade of running a public sector deficit growing at an annual rate of 24 per cent, the Italian state has built up a mountain of debt approaching £100 billion which more or less equals the nation's Gross Domestic Product.

State of the economy

	% change	1987	1987
GDP	+3.1	+2.5	
Imports (vol)	+8.7	+7.0	
Exports (vol)	+3.9	+3.5	
Industrial			
- demand	+4.5	+3.4	
- consumer			
- investment	+4.6	+3.0	
State deficit			
(bn lire)		1,115,600	1,122,000
Official govt figures			
† Estimated by Institute Nazionale per Lo Studio della Congiuntura			



Mr Gorio meets Chancellor Helmut Kohl in Bonn for talks last year

With this on its back, it will nonetheless choose to be part of the European Community's decision, expected at the summit in Hanover in June, to lift all restrictions on short-term capital movements, probably from mid-1989.

But once in this brave new world of freely floating capital and semi-fixed exchange rates, suppose that Italian investors begin to move substantial amounts of capital out of the country, either because they begin to lose confidence in the government's ability to fund the debt or because they can see better short term gains elsewhere.

The exchange rate then comes under growing pressure and the Government is required to act. It reaches for its principal monetary weapon, an increase in interest rates, and shoots itself in the foot, or somewhere even worse.

Monetary System put in jeopardy

The political and economic costs of this "accident" would be substantial. Italy's reliability as a central pillar of the newly liberalised Community financial system would be nullified. Its desire to punch a political weight commensurate with its economic size - fourth or fifth in the Western industrial world - would be completely frustrated.

Italian business capacity to share in the benefits of the increasingly integrated European economy would be deeply hindered and operators would be tempted to give foreign investment opportunities a higher priority over domestic ones.

EC obligations could be breached and the lira's continued membership of the Monetary System put in jeopardy

None of this is journalistic fantasy but a reasoned judgement of the consequences of the shocking collision between a worsening existing debt, will rise to about £40,000bn-£50,000bn a month.

Italian economists are agreed that the economy cannot continue to sustain such deficits without crowding out private borrowing and pushing up real interest rates - already among the highest in Europe - so as to ensure debt funding. The consensus is that the state sector deficit net of interest payments - about £29,000bn in 1987 - should be reduced to zero.

Treasury Ministers have fully shared this view since 1985 when the deficit was £110,900bn and net of interest, £46,770bn. The plan adopted by the then Craxi government was to balance current spending with revenues by this year, but the only "progress" has been to reduce the current spending deficit to £39,000bn in 1987. As a percentage of GDP, however, the current deficit has fallen from about 6 to about 3 per cent.

The politicians deserve only modest credit for this advance which largely reflects large real increases in revenues - up by 25 per cent last year against an inflation rate of 4.8 per cent and an increase in GDP of about 3 per cent.

Their most serious failure has been to get a grip on health and pensions which account for 42

per cent of current spending net of interest and which have been growing at annual rates of then 10-12 per cent in the last three years.

The Treasury is again working on a deficit reduction plan which this time would seek to balance current spending by 1992. But the question remains open as to whether there is sufficient political consensus about what needs to be done.

Even if the governing coalition does agree a convincing strategy, the measures needed are a complicated mix requiring a qualitative leap in administrative efficiency, vastly improved tax collection and a new parliamentary discipline which resists the temptation to indulge the appetite for public money of a wide variety of client groups. Some rise in the indirect tax burden, always politically unpopular, will also be necessary.

There is also the need, as a recent study by Giampaolo Galli and Rainer Masera of the Bank of Italy has pointed out, for a gradual adjustment which avoids any serious deflationary impact. On most current forecasts, the Italian economy can look forward to growth rates this year and next of around 2.8 per cent and 2.9-3.5 per cent, slightly above the expected OECD average.

This is a reasonably strong platform from which to launch a tighter fiscal strategy which, clearly, is not only needed in itself, but also as a confidence booster for the economy as a whole. Most economists believe that the outlook for the lira, assuming the retention of remaining restrictions on capital movements, should be reasonably serene with the currency operating between L1,200-L1,300 to the US dollar and weakening L721-L760 to the German mark.

Much, however, could depend on the evolution of the current account which was in broad balance last year but which is likely to slide into a £3,000bn deficit this year, and perhaps double that next year.

Despite continuing favourable terms of trade, there is an unmistakable deterioration taking place on the commercial account, partly due to structural constraints on industrial production which have permitted imports to satisfy a growing slice of booming domestic demand.

Imports rose by 10 per cent in value terms last year and exports by only 3.5 per cent. Textiles, clothing and engineering all registered much-reduced export/import surpluses. Domestic demand this year is likely to fall from 4.5 to about 3 per cent unless public sector pay deals, especially those covering 1m schoolteachers, prove exceptionally generous.

Inflation may drop slightly, from 4.8 to 4.5 per cent and some estimates go down as far as 3.2 per cent for 1988. The Bank of Italy's monetary policy will remain broadly neutral during an expansion of domestic bank credit at about 8 per cent.

Unemployment, however, looks set to rise above the six mark from 12 per cent last year to 12.8 per cent this year and 12.8 per cent next. The Italian unemployment problem is now very largely a southern phenomenon, particularly concentrated on the 16-25 age group and among women.

Development of the Mezzogiorno is being pushed close to the top of the list of priorities of the next Italian government and a strategy for spending £125,000bn over the next ten years has already been adopted.

However, there is still a long way to go in defining detailed objectives and projects while many parts of the South lack an administrative infrastructure capable of handling development spending and of keeping public monies out of the hands of the various regional mafias.

John Wyles

Law reform

Far-reaching changes

THE ITALIAN Parliament is introducing far-reaching reforms in the country's system of criminal justice, which for many years has been sharply criticised by civil liberties groups at home and abroad.

The present system, totally unlike that used in the English-speaking world, is the inquisitorial system, whose basic features were devised by the Church of Rome in the Middle Ages to stamp out heresy and later adopted by the secular states of continental Europe to suppress crime and political opposition.

Only England remained free from its influence, and developed the (originally ancient Roman) "accusatorial" or adversarial system, later to spread throughout the English-speaking world. Subsequently, the inquisitorial method was systematised by Napoleon, and the present system practised in Italy was codified under Mussolini in 1931.

In the EC today, all the countries in mainland Europe use one form or another of the inquisitorial system; the UK and Eire alone practise the adversarial system.

The basis of the inquisitorial system is the figure of the Inquisitor, who investigates the suspect, questions the witnesses, determines guilt or innocence and decides on the punishment.

This figure still exists in Italy, in the *Procuratore*, who deals with so-called "minor" crimes but can give prison sentences of up to eight years.

For more serious charges the Inquisitor's powers and functions are divided among different individuals who, however, constitute a sort of collective Inquisitor; they are all members of the same body - the closely-knit career judiciary, and are severally responsible for all aspects of the administration of justice.

They enter the career judiciary by passing a State examination after a law degree, so it is quite possible to be sent to prison by a 25-year-old. Advocates are a separate body, and never become judges.

In Italy, the career judiciary is completely independent from all other powers of the State, and each of its members is virtually independent from all the others.

The main cause for complaint in Italy has been the exasperating slowness of the system. People are arrested and incarcerated on suspicion, can wait in jail up to two years for their first public hearing, and - at present - may spend even six years in prison before being finally acquitted.

About two thirds of Italy's prison population is today awaiting a definitive verdict one way or the other.

In the mid-1970s a Bill to reform Italian criminal procedure reached Parliament, but was shelved owing to the emergence of the problem of terrorism. More and more draconian measures were passed, and at one point it became possible for defendants to spend 10 years and 8 months in prison while their case was still *sub iudice*.

The maximum limits were often used to the hilt. Last year one group of defendants, who included much of the Political Science faculty of Padua University, charged with left-wing political subversion and other crimes, were acquitted on all counts. Some had spent 5 1/2 years in jail.

This case caused grave concern to Amnesty International. Besides terrorism, there was, and still is, the Mafia problem, which lends weight to arguments for a powerful judiciary.

On one night in 1983, about 850 alleged members of the Neapolitan Mafia were arrested. They included Enzo Tortora, the nationally famous TV game-show host, as well as 144 people arrested by "same-name" error - these latter spending an average of weeks, and in some cases months, in prison before being released.

Three years and three months later, Mr Tortora and many of his fellow-prisoners were given full acquittals.

None of those damaged by this judicial juggernaut had any right to redress. The judges responsible for ruining the lives of innocent people - sometimes just through carelessness - could not be held answerable in law.

This is because Italian law had no concept of wrongful arrest or false imprisonment, let alone *habeas corpus*. The judges, who also do the work that in England is done by police, magistrates, counsel for the prosecution and juries, were protected by a clause in the civil code whereby they could not be sued for negligence.

In the wake of what became known as the Tortora Case, a broad movement started up, backed by the Radical, Socialist and Liberal parties, to hold a referendum to abolish the judges' special exemption from accountability.

The referendum, held in November last year, was won with an 80 per cent majority. Six months later, Parliament is putting the finishing touches to a law relating compensation for victims of judicial negligence.

Meanwhile, Parliament has also been preparing a new Code of Criminal Procedure. Thus

should become law in 1989.

The preamble to the Act on which the new code is based says it must embody the features of the accusatorial system. The Italian press have headlined stories: Perry Mason in Italian courtrooms.

As a declaration of intent this certainly represents an historic break with tradition.

Under the new code, the prosecuting-cum-investigating judge will no longer have the power to arrest suspects; he will be required to seek the endorsement of his colleague, the judge-of-the-preliminary-hearing.

Committal to trial will be decided by the latter in a hearing with argument between defending counsel and prosecutor (up to now the defence could only send memos to the committal judge). This hearing will, however, be held in camera.

At the trial hearing proper (held in public) the prosecutor and the defender will call their witnesses, examine and cross-examine them directly. At present they can only suggest the names of witnesses and question: it is the judge who calls witnesses and examines them.

The judge, however, will still retain a power of veto on the calling of witnesses whom he considers superfluous - before they are heard.

Various abbreviated modes of trial, including a form of plea bargaining, are to be introduced in an attempt to unclutter the system. The *Procuratore* will no longer investigate, prosecute and try cases all by himself. The maximum limit on detention before final verdict will be lowered to four years.

There remains the major problem of the failure to reform the career judiciary. Prof. Giuliano Vassalli, who was President of the Senate's Justice Commission and is now the Minister of Justice, explains that the judiciary was too powerful and would not allow Parliament to reform it.

Senator Marcello Gallo, also an author of the new law, says that they had to start reforming the system somewhere, and that reform of the judiciary would come later.

A group of independent advocates, led by Mr Titta Mazzecca, sometime President of the Roman Criminal Lawyers' Association, have set up a Committee.

They maintain that this new code does not go far enough, and they want to see the full adversary system introduced.

Torquillo D. Erlisson

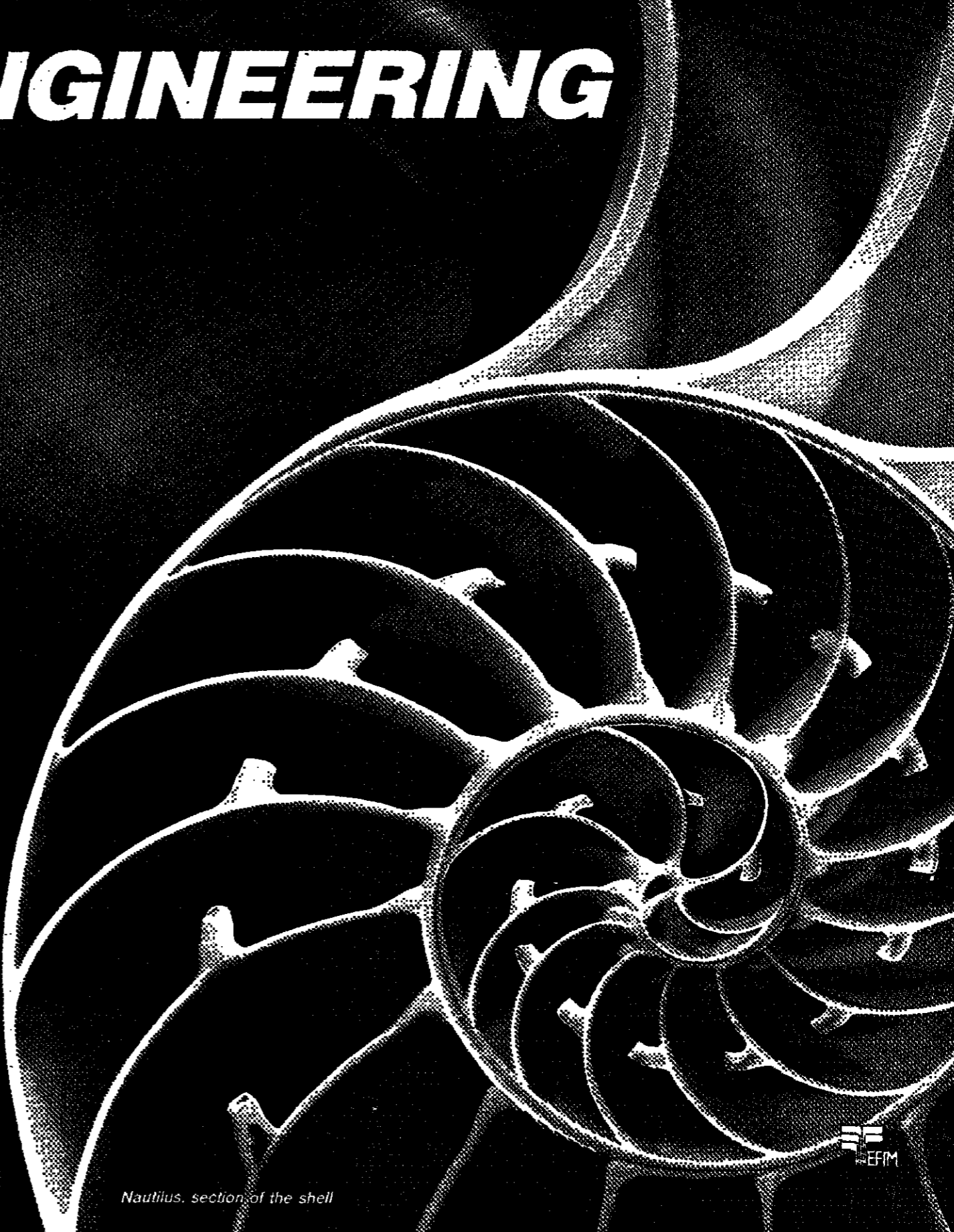
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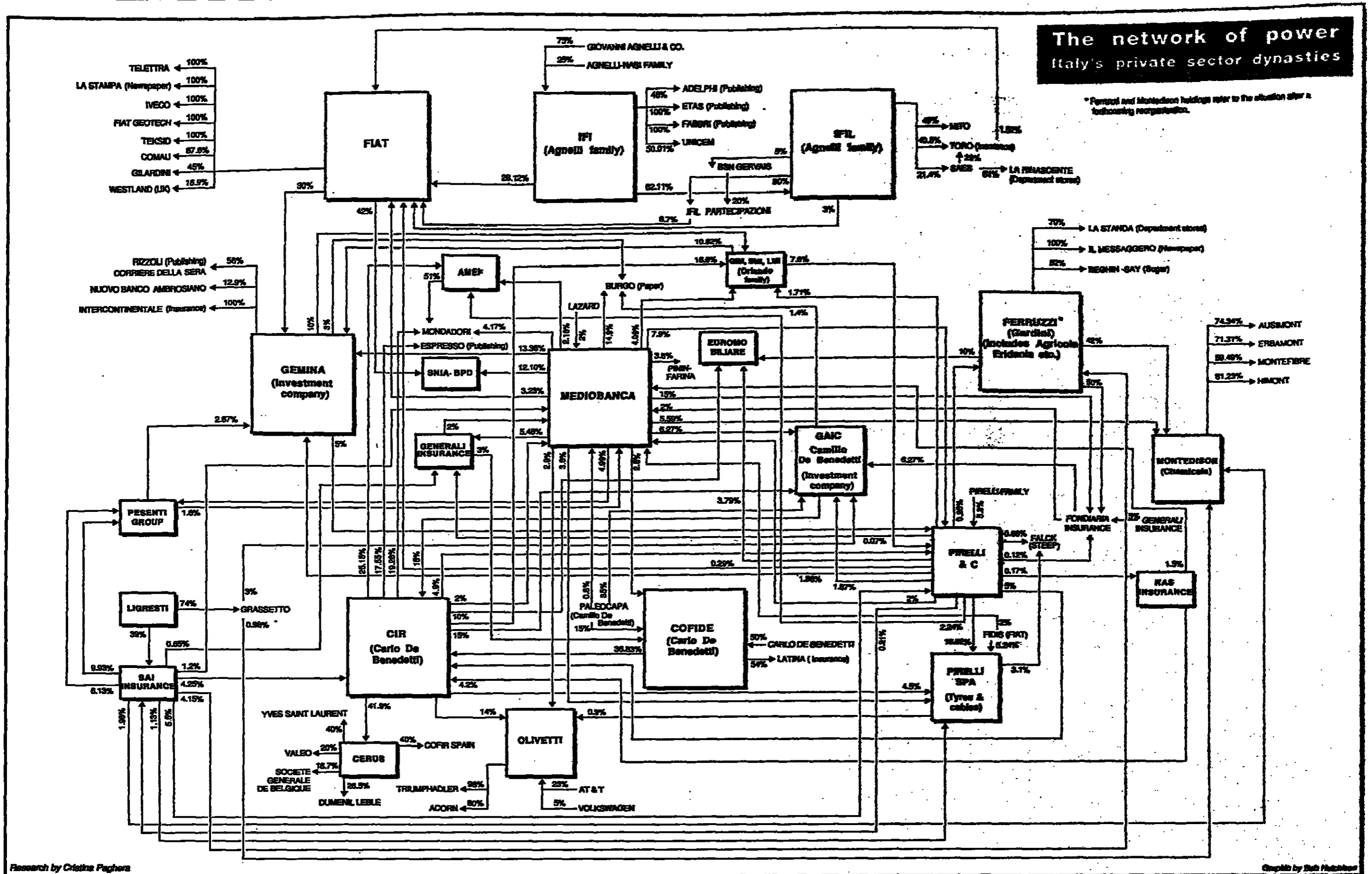


Research and Aerospace Technology



Nautilus, section of the shell

ITALY 4



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Consolidated Highlights at March 31, 1987
(Dollars in millions)

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Assets under management	18,538
Shareholders' equity	2,940
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services). In establishing its presence in the international markets the IMI Group has formed merchant banking subsidiaries in the United Kingdom - IMI Capital Markets (UK) Ltd. - and in the United States - IMI Capital Markets USA Corp. These subsidiaries, as well as a range of other subsidiaries, are controlled by IMI International S.A., Luxembourg (whose capital amounts to \$ 250 million).

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The big players in Italian industry are on the defensive against politicians' demands for anti-trust legislation

Powerful elite still holds sway in private sector

ITALY'S manufacturing industry may have restructured, recapitalised and rebounded since the start of the 1980s. And the country's financial market may have opened up to more players and begun modernising compared to the way things used to be.

But the Italians have done little to alter their rather herculean, vertically-structured network of private sector ownership in which a handful of powerful *condottieri* dominates the scene.

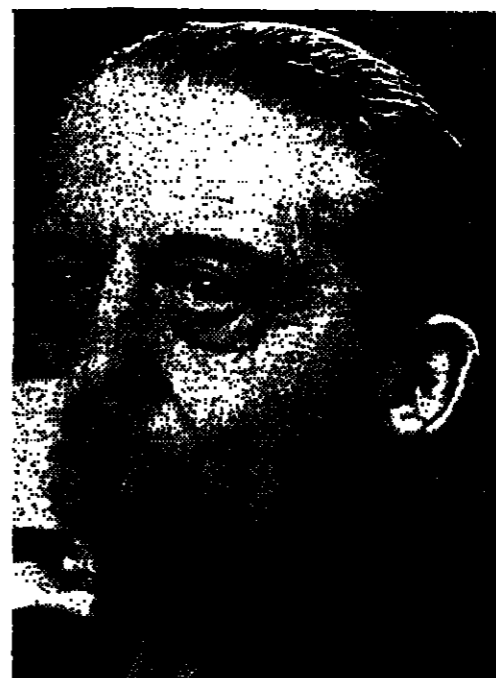
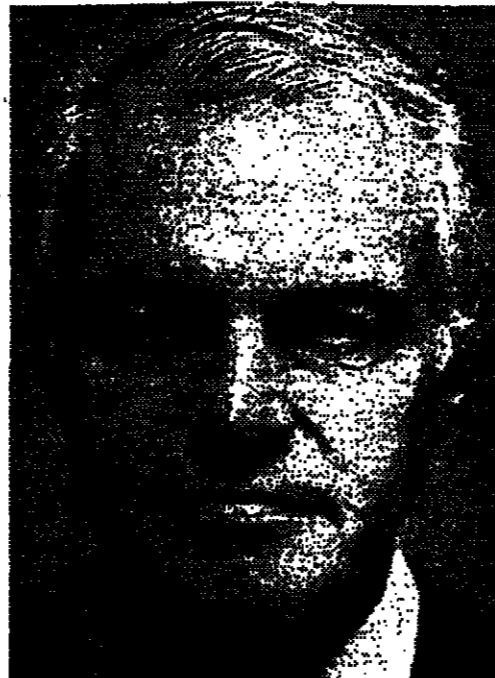
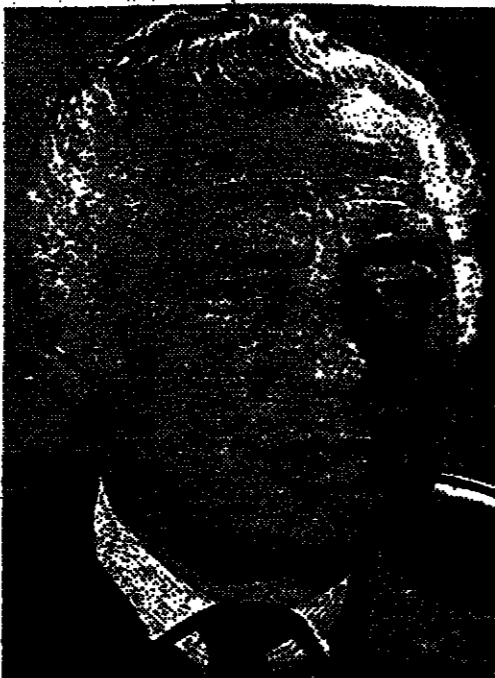
At a time when chaotic is running high about the need to become more competitive in advance of the opening up of Europe's internal market in 1992, the big players in Italian capitalism are still engaged in an elaborate and potentially wasteful game of corporate chess.

Three of these leading players - Gianni Agnelli, Carlo De Benedetti and Ennio Gardini, known respectively as The Lawyer, The Engineer and The Peasant - control companies with combined revenues totalling about US\$200 billion.

Their flagship companies - Fiat, Ferruzzi-Montedison and Olivetti - are respectively the first, second and third biggest private sector groups.

And Mr Agnelli, the unquestioned *Número Uno* of Italian business, today controls an array of industrial and financial companies that (with Fiat included) represents 26 per cent of the capitalisation of the entire Italian stock exchange at current share prices.

Other entrepreneurs and financiers have emerged in recent years. Luciano Benetton, whose "fast-food" clothing empire is now approaching a cross-roads, is



Four of Italy's most powerful men. From left: Giovanni Agnelli of Fiat, Carlo De Benedetti of Olivetti, Ennio Gardini of Ferruzzi, and Enrico Cuccia of Mediobanca

one, Silvio Berlusconi, the commercial television tycoon, is another.

But all of the lesser names, such as Luigi Orlando in metals, Luigi Lucchini in steel, Salvatore Ligresti with his spread of minority investments in various companies, Giampiero Pesenti in cement and engineering or Carlo De Benedetti's cousin Camillo in

diversified investments, tend to find it necessary to join one alliance or another.

Orlando, Lucchini and Pesenti are junior members of the *Salotto Rosso* or Good Drawing Room of Italian capitalism, meaning the Old Guard establishment led by Mr Agnelli and his friend Leopoldo Elvelli of tyre giant Ligresti and De Benedetti's cousin Camillo in

the Olivetti chairman's camp. And Mr Gardini, after trying to stand alone for the past three years, is now so beset by debts (totalling nearly \$900 million between his Ferruzzi and Montedison groups) that he has run for help to Mr Enrico Cuccia, the 80-year-old maestro of Mediobanca. This is interpreted in Italy as a sign that Mr Gardini is moving closer

to the old Agnelli-Firelli axis. Mr Cuccia's Mediobanca has now been "privatised." The three state banks of the IRI group are reducing their stakes from 64.9 per cent down to 25 per cent. And newcomers such as Mr Gardini, Mr De Benedetti and Mr Ligresti have been brought into the Mediobanca club. But sceptics in Italian finance

say that little has changed. The private sector elite has had an effective veto, and some would say effective control, of Mediobanca since Mr Cuccia devised a secret shareholders' pact in the 1960s which gave a tiny band of minority investors with less than 6 per cent of the bank power equal to the majority state shareholder.

And Mediobanca, with its complex web of industrial cross-holdings, has almost always served the interests of the Old Guard families. Mr Antonio Maccanico, the senior civil servant turned Minister who has served as chairman of Mediobanca, said on television recently that despite the longing for Wall Street-style public com-

panies, Italian capitalism "is family capitalism."

The Mediobanca privatisation is supposed to represent a gradual dismantling of the bank's old role as guardian of the interests of a select few. But not everyone is convinced it will.

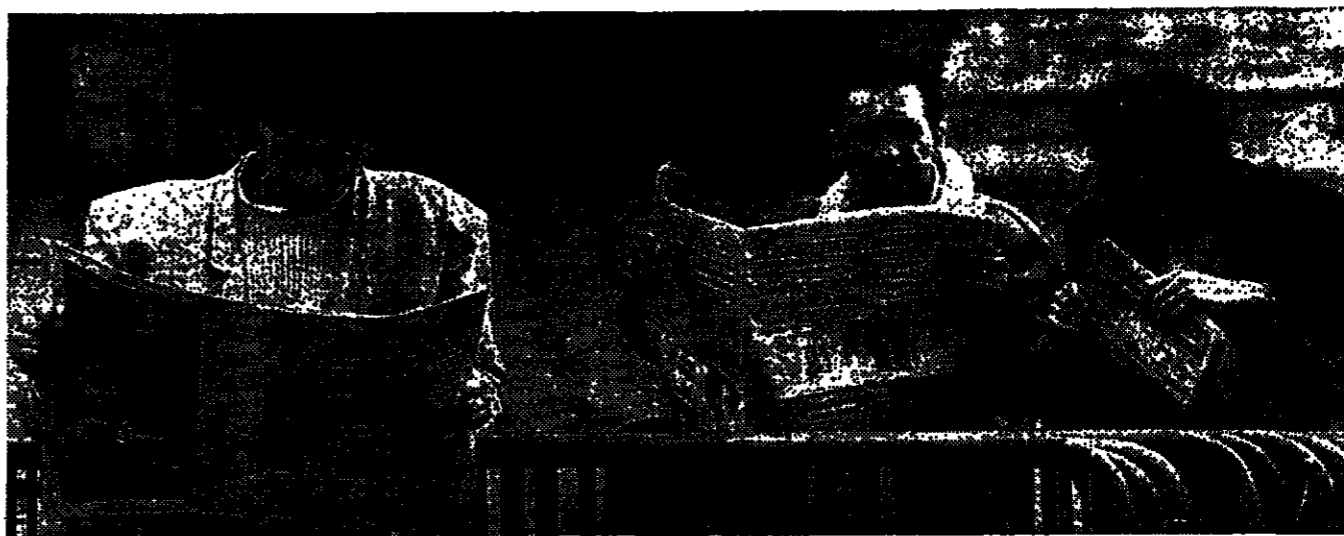
The old private sector elite ran the show before the privatisation, through Cuccia, and now they will still run the show. All that has happened is that they have been made to put up some cash for that right," remarked the chairman of one of Italy's biggest banks.

Last year, meanwhile, saw the start of demands by politicians from parties across the spectrum (Socialists, Christian Democrats and Communists) that Italy introduce, for the first time, anti-trust legislation.

The demands were immediately perceived in the Italian context as an attack on Fiat's horizontal spread of activities. Mr Cesare Romiti, Fiat managing director, minced few words when he reacted with charges of "anti-capitalist venom" and threatened "a tough campaign, the toughest ever" against any law that seemed to be directed explicitly at Fiat.

Some form of anti-trust legislation is likely to be written by the De Mita government, at least as far as media concentration is concerned. But it will be heavy going for anything that challenge the interests of the powerful *condottieri* of the North.

Alan Friedman



Computer production at Olivetti, the third-largest private sector group; and (right) newspapers are also in the conglomerate net

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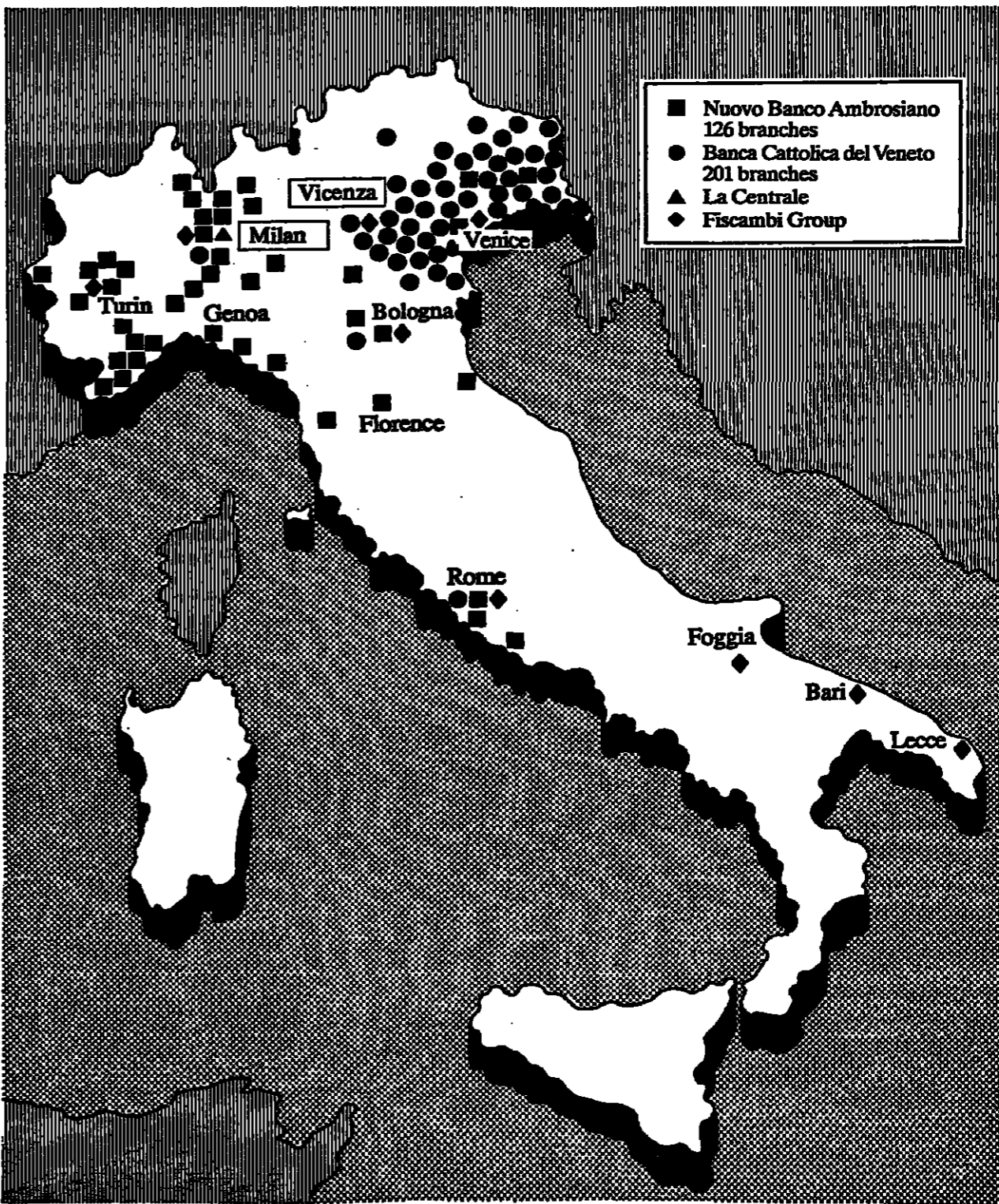
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ITALY 6

Lack of a co-ordinated policy on state sell-offs is complicated by the deep involvement of the political parties

State industries grapple with privatisation

ROMANO PRODI does not like using the word privatisation. The 48-year-old chairman of IRI, Italy's biggest state holding group, would much rather place the sale of state-owned companies such as Alfa Romeo in the context of what he calls "the mobile walls between the public and private sectors."

But it is not just the need to tread carefully with patronage-hungry politicians who like to think of state industry in terms of "jobs for the boys" that makes privatisation Italian-style so very different from the coordinated and headstrong policies of a Mrs Thatcher in Britain or a Mr Chirac in France.

Over at ENI, the state energy concern that comes right after IRI in size, Franco Reviglio launches into a tripartite analysis to describe his idea of privatisation. What emerges after a lengthy soliloquy from the former economics professor who has chaired ENI since 1983 is that he, too, tries to avoid a doctrinaire use of the term.

The men who run Italy's two largest state holding groups, which between them last year racked up nearly \$65bn in revenues, are not being coy for academic reasons. They are merely avoiding any explicit statements of policy on privatisation because, as Prof. Prodi puts it: "Given the coalition politics of Italy, everything must be discussed with great delicacy."

It remains important players in Italy's famous "mixed economy." What, then, is the Italian approach to privatisation? The answer to this question is not a simple matter. Prof. Reviglio speaks of three different "roads" which privatisation has followed in Italy.

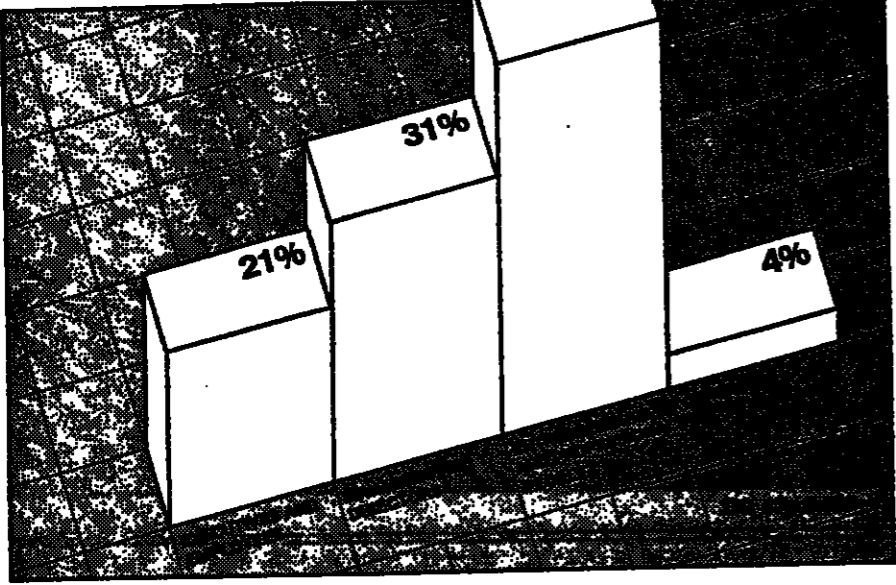
The first was the outright sale to the private sector of companies no longer considered strategic. The two most notable examples were IRI's sale of Alfa Romeo in 1986 and ENI's sale of Lamerzoni (a textiles producer) to Marzotto last year.

A smaller case was the earlier sale by IRI's Banco di Roma subsidiary of the Banca Centro Sud, to America's Citibank.

The second approach has been the sale of minority shareholdings in public companies on the Milan bourse. Here there are numerous examples of companies such as Selpem (oil pipe-laying and drilling), Nuovo Pignone (engineering) at ENI or Alitalia (the telephone utility), and bank shares at IRI.

The leitmotif in these deals is that the public holding company always retains 51 per cent control.

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One third of all II Sole 24 Ore readers place savings in an investment fund (that's over ten times the Italian average), and 41% own shares quoted on the stock exchange, along with gilt-edged securities, and other fixed-interest bonds. There's more: half of its readers hold a personal credit card (the national average is 2%), and 54% use two or more banks as part of their everyday routine.

Although nearly all (95%) II Sole 24 Ore readers own a colour tv set, they're not great radio or television fans: on average, they only watch television for one hour eighteen minutes a day, while the national average is more than four hours.

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The evidence of a possible counter-wave can be seen in the reported interest shown by IRI's SME group in acquiring control of Montedison's Standa retail chain. Another sign that the state groups may wish to buy as well as sell is found in Prof. Reviglio's admission that ENI's Selpem subsidiary is interested in buying Cogefar, a private construction group.

The private companies are stronger and have more influence over government policy

In parliament, the harshest critic of IRI and ENI policies is Cirino Pomicino, a diminutive Neapolitan MP who chairs the Budget Committee of the Chamber of Deputies and has made a reputation of trying to carpet Prof. Prodi and Prof. Reviglio.

The influential Mr Pomicino, a Christian Democrat follower of the party faction led by Foreign Minister Giulio Andreotti, claims that neither Prof. Prodi nor Reviglio have any privatisation strategy.

"These professors that they send us have no entrepreneurial ideas. They are not managers," he says.

Mr Pomicino speaks for many politicians, however, when he argues that in an economy dominated by just a handful of big private groups, IRI and ENI "need to counterbalance the power equation, providing equilibrium."

He is willing to admit that yes, the parties enjoy certain privileges in state industry, but insists that "the private companies are stronger and have more influence over government policy."

Here Mr Pomicino is referring to intracraft, the mentality of trade-offs between the politicians of Rome and industrialists of the



Franco Reviglio of ENI (top), and Romano Prodi of IRI (above-right) face strong criticisms of their leadership from the Christian Democrat MP Cirino Pomicino (left) despite bringing loss-makers in their industries into profit

North. And this is the environment in which Prof. Prodi and Prof. Reviglio must operate.

Prof. Prodi simply smiles wearily when the Pomicino attacks are mentioned, while Reviglio bristles and calls the charges of a lack of strategy "totally false."

ENI's mandate, he points out, is by law more limited than IRI's. "We at ENI must look after the nation's energy needs. We cannot diversify much outside of energy and chemicals."

Given the political backdrop, the two professors are now trying to direct their energies away from privatisation per se and toward forming the kind of joint ventures that will at least place Italy in a better position for the European internal market of 1992.

For IRI a major priority now is to reorganise the telecommunications

sector and form a global alliance. Prof. Prodi is attempting this by bringing together the SIP national telephone service, the Italtel telecom equipment maker, plus the satellite and international carrier units in one operative company.

To do this he is proposing to transform IRI's STET electronics holding subsidiary into Super-STET, an operative vehicle. But political obstacles could hinder his goal of "creating an Italian version of British Telecom."

American Telephone and Telegraph (AT & T) could play a key role in Prof. Prodi's plans if it succeeds with its current offer to form an alliance in public switching with Italtel. If this were to happen then Olivetti, in which AT & T is the largest shareholder, would like to form a parallel venture in telematics.

AT & T is considered the least-

ing suitor for Italtel's hand, but there are also offers from Siemens of West Germany, Alcatel of France and Ericsson of Sweden.

ENI, meanwhile, would like to form a joint venture with Montedison in the chemicals sector. But the debt-laden Montedison seems more interested in ventures which would effectively unload unwanted assets at a good price than in pure collaboration.

The result of this complex state of affairs is that privatisation in the Anglo-Saxon sense, which has been the exception rather than the rule in any case, is now definitely on the back burner in Italy. Politics permitting, the outlook is for joint ventures and a softly, softly approach, which can best be summed up as privatisation Italian-style.

Alan Friedman

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ITALY 11

Support is growing for a stronger equal opportunities law

Women demonstrate for jobs

TOURISTS IN Rome at Easter were surprised to see a woman driving a huge orange tractor down Rome's via del Tritone.

entrepreneurs and self-employed professionals. Paola Valori, president of AIEA, the Italian Association for Women Entrepreneurs.

the way in which Italian women view themselves reflects the huge leap in education that has taken place in Italy over the last two decades.

trisen only from 16.5 per cent in 1965 to 17 per cent at the end of 1986. And although 8 per cent of the women who work at ENEL have college degrees, only 1.5 per cent of company executives and 2.3 per cent of its professionals are women.

A recent university survey shows that women are generally promoted three to five years later than their male counterparts

doctors, dentists, magistrates, lawyers, notaries, engineers and university professors increased two to threefold.

like. In the South, at 25 they are still looking. In fact in the Mezzogiorno, where the overall unemployment rate was 19.5 per cent, the rate for women was 22.3 per cent.

A recent study by the prestige Bocconi economics and financial university in Milan shows that women are generally promoted three to five years later than their male counterparts.

Political support is growing for a national law promoting widespread action that would remove the continued obstacles to greater employment and advancement for women, and provide incentives for women to start in business.

Women, who constitute 52 per cent of Italy's population, today represent only 35 per cent of Italy's total workforce and 38 per cent of the total number of Italians with jobs.

Some of the changes are immediately visible. Over the last year in Rome, for example, women have appeared on the scene for the first time as state police, mounted police, railway workers and street cleaners.

But the biggest shifts, those in attitude, are harder to perceive, says Maria Chiara Bisogni, an official of the giant left-wing Cgil trade union and one of the women involved in organising the March 26 demonstration.

Ms Bisogni says that her office in the Cgil also wants collective agreements revised to include quotas for hiring that reflect local employment situations.

Energy Growing threat of black-out

DARK PROSPECTS loom on Italy's energy horizon. Some Italians are now asking how soon electricity power cuts will again start to affect the patterns of their everyday lives.

Italy's energy demand table with columns for 1980, 1987, 1988, 2000 and rows for Total energy demand, Oil demand, and Electricity demand.

They remember that only ten years ago the state electricity corporation, Enel, was forced to introduce a scheme of planned cuts in supplies.

power stations (Cairo and Trino Vercellese), and completion of the station currently under construction at Montalto di Castro, is an essential part of diversification and indispensable for meeting demand.

Householders arranged their shopping trips to avoid arriving home when lifts were out of service, and prepared lunch with a watchful eye on the clock.

Construction of a second station at Trino Vercellese was suspended indefinitely and a decision taken to shut the 100 MW Magnox station at Latina, operational since 1965.

But for how much longer will this state of grace continue? Enel's calculations suggest that lights could start to go out around the middle of the next decade.

Further south, in the Tuscan port of Fiumicino, conversion to the gas-fueled, advanced stage of a dual burner capable of taking coal-water and fuel oil has been developed and recently put into operation at a power station in Sardinia.

be built in their neighbourhoods. Enel's five-year programme contains an appendix which illustrates the complexity of siting procedures.

One of the three working parties engaged on drafting a new national energy plan (PEN) has had the task of examining the relationship between energy development and environmental protection and health safeguards.

Electricity will probably be the central issue, given the problems in siting and the growing importance in satisfying national energy demand.

Enel's plans also contain a national resources programme. Last year 21.1 TWh, 11 per cent of total electricity demand, were imported. If the corporation's construction programme is completed, then no imports will be needed in the year 2000.

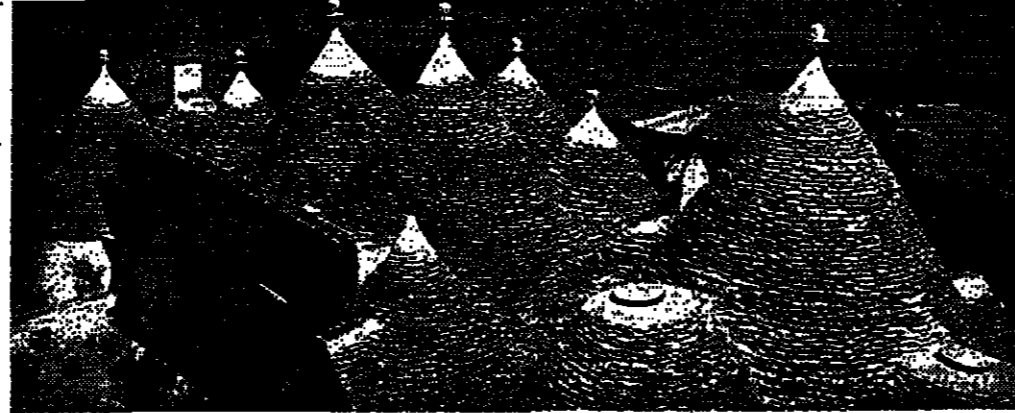
Eni THE STRUCTURE OF THE GROUP. Ente Nazionale Idrocarburi is a public-sector holding company with controlling interest in 12 sector-head companies that operate in different business areas: energy, chemicals, engineering, services and heavy machine manufacturing, textile machinery and mining and metallurgy.

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ITALY 12

Puglia: chasing hard to achieve further development

Influx into productive region



Round-roofed village buildings, unique to the province

IN THE Bari headquarters of the biggest bank in Puglia, the extreme south-eastern region of Italy, 20 economists were discussing progress of the local economy.

In the course of an hour the lights at the Cassa di Risparmio di Puglia flickered four times, an ironic reminder that the region, while strong on initiative, is short on infrastructure.

Mr Mario Dillo, editor of the Cassa di Risparmio's review, Delta. He adds that Puglia has been fortunate in having no home-grown organised crime...

the industrial vehicles group Calabrese with 2,000 workers and a L192m turnover.

the country's biggest exhibition centre after Milan.

The main September fair attracts 2m people and is not intended merely as a shop window.

to do, for example, are rare, and much is used for blending with thinner northern wines.

Taranto

City caught in steel crisis

"Businesses do not like risk," says Mr Dillo. He points out that the three IRI-controlled banks provide loans in Puglia totalling only 63 per cent of deposits there...

WHEN the Italian Government bestowed Balisider steelworks on Taranto in the 1960s the intention was to jump-start the local economy into life and spawn an independent industrial manufacturing sector.

It has no airport, port traffic is heavily dependent on Italsider, and unlike Bari no university to inspire an entrepreneurial spirit.

He looks for re-industrialisation in areas such as high technology and environmental concerns.

Last month a general strike in Taranto, a major naval base on the Adriatic sea, was held in protest at the proposed loss of 5,000 jobs.

How does Taranto extract itself from this predicament? Agencies such as SIF, the telecommunications body, will not set up projects if there is no demand.

Many groups are working to restore Italy's historic monuments

Big effort to save the past

TWO EVENTS in the last few years have done most to turn the tide in efforts to restore Italy's historic buildings, monuments and paintings.

One was the passing of a Law (No. 512) in 1982, which allowed substantial tax concessions to those sponsoring restoration work or major exhibitions.

enough to ban private cars experimentally for certain hours of the day from the city's historic centre, while Florence has placed a total ban on unauthorised traffic.

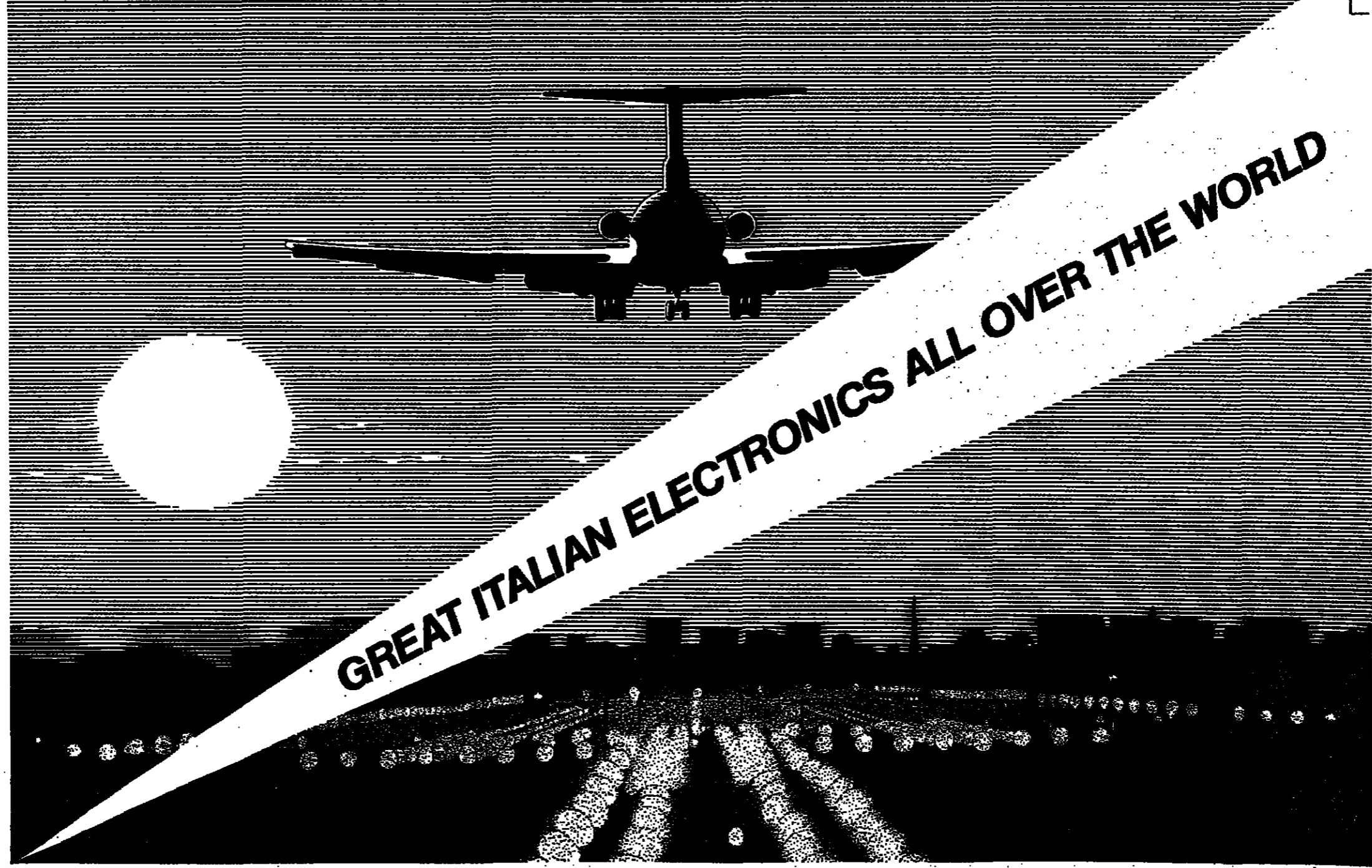
well-to-do Neapolitan women philanthropists led by Mirella Barocco.

Basilie believes. A case in point is the ruinous restoration of Leonardo's The Last Supper in the refectory at Santa Maria della Grazie in Milan, which is being repaired at Olivetti's expense.

do's work, and this having been removed a large part of the cleaned painting has flaked off the wall.

"Puglia has 33 per cent less economic infrastructure than the rest of Italy - such as energy and advanced telecommunications - and 26 per cent less social infrastructure, namely research centres and efficient public administration.

comment of the art historian, James Beck, from Columbia University: "It's a disaster" - which he has rebutted, proving that Michelangelo used no glazing.



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